

JPY 100.50

Australia	82.00	Italy	122.00	Poland	21.10
Belgium	122.00	Japan	100.50	Portugal	21.10
Canada	62.00	Korea	100.50	Spain	16.50
Denmark	122.00	Malaysia	100.50	Sweden	16.50
France	122.00	Philippines	100.50	Switzerland	16.50
Germany	122.00	Singapore	100.50	Taiwan	16.50
Greece	122.00	South Africa	100.50	Thailand	16.50
Hong Kong	122.00	USA	100.50	Turkey	16.50
India	122.00	UK	100.50	Yugoslavia	16.50
Indonesia	122.00				

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EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

Monday April 29 1991

WORLD BANK

Challenge to foster human capital

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## World News

### Baker peace conference plan rejected by Shamir

Yitzhak Shamir, Israeli prime minister, has rejected a US proposal for an open-ended Middle East peace conference, a move likely to cause tension between the two countries. Page 18

### EC coal aid blocked

The European Commission is withholding £100m (£100m) in grants for British coal mining communities until the UK government explains how it is using EC aid. Page 18

### Ethiopia peace move

Senior US envoys met the embattled President Mengistu Haile Mariam of Ethiopia at the weekend in an initiative aimed at preventing the country's civil war engulfing the capital Addis Ababa. Page 3

### Minister sacked

President Roh Tae Woo of South Korea has sacked his home minister in an attempt to defuse anger over the death of a student at the hands of riot police. Page 3

### Guatemalans talk on

The first stage of peace talks between the Guatemalan government and left-wing rebels appears to have ended successfully at the weekend. Page 2

### Mrs Mandela loses

Winnie Mandela, on trial in South Africa for kidnapping and assault, was unexpectedly defeated at the weekend in an election to a senior post in the African National Congress. Page 3

### Road visit

French prime minister Michel Rocard today begins a visit to New Zealand seen as important in improving the two countries' troubled relationship. Page 4

### Militia stands down

Lebanon's second strongest militia group, the Druze Progressive Socialist Party, has handed over tanks, artillery and ammunition to Syrian troops in line with a Beirut government peace plan.

### Saharan peace hope

A solution to the conflict over the status of the former Spanish colony of the Western Sahara which for 15 years, has pitted Morocco against the Polisario Liberation Front appears to be in sight. Page 3

### Epidemic toll rises

The death toll in a diarrhoea disease epidemic sweeping Bangladesh has reached nearly 700.

### China executes 15

Authorities in eastern China publicly executed 15 people for crimes including murder, robbery and rape, according to local reports, as part of Peking's current anti-crime campaign.

### Six die in Zulu riot

Some three thousand Zulu Inkatha sympathisers wielding spears and knives swarmed out of a funeral rally at a stadium in Soweto and attacked residents, killing at least 6.

### US crime surge

Violent crimes in the US jumped 10 per cent in 1990, continuing a six-year surge fuelled by more murders and a wave of drug-related incidents, the FBI reported.

### Tamil attack fails

Tamil rebels killed 26 soldiers and wounded 48 in an unsuccessful bid to dislodge the Sri Lankan army from its base at Elephant Pass, military officials said.

### Train protest

Trains were disrupted after eight district council members lay across the tracks of Hong Kong's light rail system in a protest at a proposed fare increase.

## Business Summary

### Japan warns US over construction restrictions

TOKYO warned it may retaliate if Washington restricts Japanese contractors' involvement in US government-funded projects, as a means to open Japan's construction market.

A US announcement that sanctions would be imposed after 30 days, unless a market-opening agreement were achieved, angered Japanese officials, who say the threat will hinder bilateral negotiations on the construction market. Page 18

### EUROPEAN MONETARY SYSTEM

STERLING was volatile, showing vulnerability to political risk ahead of this week's local elections and the impact of a wider UK current account deficit for March, falling to fourth strongest in the exchange rate mechanism.

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## China demands right to vet Hong Kong appeal judges

By John Elliott in Hong Kong

CHINA is demanding the right to have a big say in the appointment of all judges to a court of final appeal to be set up in Hong Kong before the colony returns to Chinese sovereignty in 1997.

This has been resisted by the UK and is being attacked by senior lawyers in the territory who believe it shows that Peking intends to try to undermine the colony's judicial independence.

China is believed to want to vet the names of judges appointed to the proposed new court before it takes Hong Kong back from Britain. It also wants to restrict the appointment of non-Chinese permanent judges, as well as expatriate judicial experts.

This could lead to a further diplomatic row with Britain, which fears international confidence in Hong Kong will be hit if businessmen lose faith in the territory's legal system.

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## INTERNATIONAL NEWS

## Washington accepts that approach to encouraging reform has failed US rethinking Moscow policy

By Peter Riddell and Lionel Barber in Washington

THE Bush administration now accepts that its approach to encouraging economic reform in the Soviet Union has failed and that new methods will have to be adopted.

A senior official said the attempt to stimulate reform through the International Monetary Fund study of last December "did not work".

This reflects pessimism

within the administration about the prospects both for reform and for Mr Gorbachev's survival. US officials are beginning to hedge their bets by talking about contacts with conservatives in the armed forces and defence industries as well as with reformers, such as Mr Eduard Shevardnadze, the former Soviet foreign minister. Mr Shevardnadze is due to deliver an important address in Washington in 10 days.

US officials have not given up hope on the possibility of a union treaty between Moscow

and republics such as the Ukraine, Kazakhstan, Byelorussia and the Russian federation by the end of the year. But even if this is achieved, the question remains of whether a reform programme can be worked out and implemented.

The administration has been forced to review its approach by the marked deterioration in the Soviet economy in the last few months, and the continuing power struggle.

The proposal in the December report for the Soviet Union to have associate status with

the IMF and the World Bank - to assist its integration into the international financial community - has now been put on the "back-burner", according to Mr David Mulford, the US Treasury undersecretary for international affairs.

The main US priority is to sustain economic and political reform in eastern and central Europe and to isolate those countries as far as possible from the growing economic problems to their east. The US has pressed its allies to be supportive of these countries.

## GROUP OF SEVEN MEETING IN WASHINGTON

## British plan for poor countries' debts

By Peter Norman, Economics Correspondent, in Washington

MR Norman Lamont, the UK Chancellor of the Exchequer, will this week seek international backing for a British plan to ease the debt burden of the poorest developing nations.

The plan, known as the Trinidad Terms, is designed to cut and make more manageable the debts owed to western governments by poor nations implementing market-oriented economic policies.

It was first proposed by Mr John Major, when chancellor, at a conference of Commonwealth finance ministers last autumn, and will be relaunched during the spring meetings today and tomorrow of the Inter-

national Monetary Fund and World Bank with the aim of reaching agreement at the London Economic Summit in July.

Under the Trinidad Terms, members of the Paris Club of creditor governments would forgive two thirds of the qualifying country's official debt and grant extended repayment terms for the remainder.

Last week Mr Barber Conable, World Bank president, supported the UK plan. It is expected that the chancellor will argue in tomorrow's session of the joint IMF-World Bank development committee that action to help the poorest countries is urgent in the light of the recent Paris Club

decision to forgive 50 per cent of Poland's official debt.

The UK is also seeking a more influential role in the committee. The government has proposed that Mr Peter Mountfield, a Treasury undersecretary, should be the committee's next executive secretary.

The committee was set up in 1974 and is made up of government representatives from developed and third world countries. Its job is to promote the transfer of resources to the developing world. The executive secretary is responsible for planning, organising and reporting on its work.

## Democrats warned on banking reform

By Peter Riddell, US Editor, in Washington

MR Nicholas Brady, the US treasury secretary, will this week attempt to save as much as possible of his comprehensive banking reform legislation after warning House Democratic leaders against pursuing their plan for a narrow bill excluding changes in the structure of the industry.

Congressmen Henry Gonzalez and Frank Annunzio, Democratic chairmen of the House banking committee and a key sub-committee, have introduced legislation proposing recapitalising the financially strained bank insurance fund, new bank accounting standards and tighter supervision of problem banks.

This would omit the Treasury's proposals for interstate branch banking and for allowing bank holding companies to become involved in a wide range of financial services.

Mr Brady has described as "the height of folly" the sug-

gestion that any legislation this year should be restricted to recapitalising the fund. "We should reform the industry and fix the problem, not just feed it and fund it."

The issue of the scope of banking legislation will come to a head in this week's talks aimed at producing a compromise.

Mr Brady argues that a majority of the House banking committee, including the minority Republican caucus, joined by a number of Democrats, have expressed support for the need for comprehensive bank reform, in contrast to the views of their leaders. This view is also supported by all the banking regulators, including Mr Alan Greenspan, the Federal Reserve chairman, in spite of reservations on detailed features.

Senate banking committee members are more sympathetic to Mr Brady's position.



Ana Guadalupe Martinez and other FMLN guerrilla leaders sign an agreement with the El Salvador government in Mexico City at the weekend on constitutional reforms - but this did not involve a ceasefire. Also in Mexico, the first stage of peace talks between the Guatemalan government and left-wing rebels ended with an agreement on ground rules for further discussions.

## US wants to develop use of G7 talks

THE US is seeking to develop the Group of Seven framework of regular economic discussions into a mechanism for more frequent political coordination among the leading industrial countries, Peter Riddell writes.

The idea has been floated by Mr Robert Kimmitt, US Undersecretary of State for political affairs, as a means of involving Japan and Germany, as well as the European Community, more closely in international political discussions. None is a permanent member of the UN Security Council, whose role was enhanced by the Gulf crisis.

At present, the heads of government of the G7 - the US, Japan, Germany, Britain, France, Canada and Italy, with the EC attending - meet annually and issue a political statement to accompany their economic communiqué. These political discussions are held only once a year but the G7 finance ministers meet on at least four other occasions to review economic policy co-ordination, as they did yesterday.

The US wants this regular framework of economic consultation to be matched on the political side. Mr Kimmitt is expected to raise the idea at a meeting in Hong Kong this week of G7 political directors (senior foreign ministry officials) in preparation for the annual summit - this year in London in mid-July.

Mr Kimmitt argues that the success of the Gulf coalition has underlined the importance of collective political action: "But now the true test is to see if we can prepare for and avert crises. The G7 is the one agency that, we believe, can be useful to meet more frequently and more regularly to anticipate and avert political crises."

The US has been pondering

for some time how to involve Japan and Germany more closely in political discussions; the problem was underlined by the Gulf crisis. Not only were these countries outside the UN Security Council, they were also being asked to contribute financially to US efforts without having had a say in decisions.

An expansion of the political role of the G7 is seen by senior State Department officials as a way to broaden and make more politically acceptable calls for sharing burdens or responsibilities.

## Peru debt talks

EFFORTS to erase Peru's \$2.1bn (\$2.14bn) in arrears to multilateral financial institutions are to resume today in Washington, Stephen Fidler writes.

Countries and organisations friendly to Peru are to meet as finance officials gather for the spring meetings of the IMF and the World Bank. Neither institution, nor the Inter-American Development Bank, can lend in support of Peru's economic reform programmes until it has cleared the arrears.

## Brady's tight schedule calls for some fast talking

### G7 DIARY

today's meeting of the IMF policy-making intercom committee.

Maz is a grassroots politician and has had only limited dealings with economic issues. But this should be no handicap. Among the finance ministers, France's Pierre Bérégovoy, Japan's Ryutaro Hashimoto and Germany's Theo Waigel came to their present jobs from non-financial backgrounds.

Karl Otto Pöhl, the German Bundesbank president, seems to be developing some affection for European economic and monetary union. Speaking to the G7 Council, a talking shop of the great and the good, he recalled that the feathered variety of ECU has two characteristics: it can't fly and can only go forward. That specification would suit Mr Pöhl, who doesn't want to rush union.

"So there is some reason for optimism," he said.

Mongolia, one of the newest members of the IMF and World Bank, is in dire need of their help. The landlocked country of 2m people is facing a balance-of-payments crisis. In the first half of the year, its current account deficit could be as high as \$200m. One of the main problems is that the Soviet Union now wants payment for oil in hard currency. A mission from the Fund is due there soon, and the World Bank is sending a team in July.

The application in January by Albania to join the two institutions leaves only three sizeable countries outside their sphere of influence. Although the question of the Soviet Union's membership is likely to be put off for some time, the institutions are regularly sending missions there. The countries without applications pending are a rather odd mix: Cuba, North Korea and Brunei.

The World Bank's new chief economist, Larry Summers, already has at the age of 35 a pretty impressive résumé. Eight years ago he became pro-

fessor at Harvard University, said to have been the youngest so appointed. If Michael Dukakis was now in the White House, Summers would have almost certainly been the head of his Council of Economic Advisors. He has made his first public pronouncements since joining the bank over the past week, suggesting that he will not be afraid to tackle some of the broad issues now facing the world - such as the link between economic performance and democracy.

Of the statistics he is fond of quoting, he points to one as the most striking: that infant mortality is higher and life expectancy lower in New York City than in Shanghai. The Chinese, he notes, spend only 5 per cent of their \$500 annual per capita income on health care.

Here is another: eliminating all cancer would add three years to the life expectancy of Americans.

In the third world, Yemen, Sri Lanka and Indonesia have about the same per capita income. Yet life expectancy in Yemen is 51 years, in Indonesia 60 and Sri Lanka 70.

Peter Norman  
Stephen Fidler

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# IF PEOPLE IN AFRICA ARE GOING WITHOUT FOOD FOR WEEKS, YOU CAN SKIP LUNCH TODAY.

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Signature: \_\_\_\_\_ (PLEASE PRINT)  
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201201







## INTERNATIONAL NEWS

David Marsh hears a candid commentary from a senior economics official who retires tomorrow

## How Bonn got it wrong on the east German economy



Otto Schlecht: frank admission of policy failures

THE German government deceived itself in falling last year to foresee the depth of the economic crisis in east Germany, says Mr Otto Schlecht, state secretary at the economic ministry.

In a frank admission from a Bonn insider of policy shortcomings over German unity, Mr Schlecht said: "We deceived ourselves about the size and depth of the restructuring crisis."

In particular, the government's much-broadcast comparison between the hoped-for recovery in east Germany and the positive aftermath of the west German currency reform in 1948 was "wrong from top to bottom," Mr Schlecht conceded.

Mr Schlecht, Bonn's most senior civil servant in the economic policy field, is retiring tomorrow after 18 years in the job. He revealed that he was initially highly sceptical about Mr Jürgen Möllemann, the economics

ministry who took over in January, but now backs the minister's more active line on aiding the east German economy.

During the run-up to the united German elections last December, Mr Schlecht said the government seized on optimistic forecasts that the east German economy would recover relatively quickly. "We gave prominence to the positive elements, and forced the negative ones into the back-

ground. This was because we wanted people to take heart (over economic prospects) - and because there was an election campaign."

"At the beginning, we somewhat underestimated the effect of the shock of liberalising overnight a command economy which had been barred off from the world for 40 years," Mr Schlecht said.

On the outlook east of the Elbe, he said that, by the end of this year "we

GNP in east Germany is expected to fall by 17.5 per cent."

The report expresses cautious hopes of a construction-led turnaround in east Germany in 1992. But by the end of this year 3.5m people will be without work or on short-time work in the east. The institutes are critical of the large wage increases in east Germany and propose that the Treuhand agency, which owns most east German companies, should become involved in wage bargaining.

Unemployment in east Germany would continue to rise, but not above 2m, thanks to the policy of putting large numbers of effectively-unemployed people on to short-time working, Mr Schlecht said.

Until a few months ago, the government, together with the country's leading independent economic forecasters, were unanimous that an upturn in east Germany would begin this summer.

Mr Schlecht praised the hard work and energy of Mr Möllemann who replaced his luckless predecessor Mr Helmut Haussmann. Mr Möllemann has played a leading role in bringing about increased public sector funding and administrative support for the east, as well as a shift to more pragmatic policies over property rights and privatisation.

Mr Schlecht, 65, will now head the Ludwig Erhard Foundation, the body promoting the ideas of the German-style "social market economy" at home and abroad. He may also act as an economic adviser in the Soviet Union and for other east European governments such as Hungary and Romania.

## French visit to NZ an attempt to rebuild ties

By Terry Hall in Wellington

FRENCH prime minister Michel Rocard today begins a visit to New Zealand seen as important in improving a relationship which for six years has been deeply troubled.

Difficulties have included the Rainbow Warrior affair, French testing of nuclear weapons in the Pacific, and trade difficulties with the EC.

In turn, Mr Rocard's visit, the first by a French prime minister, is important to the National Party government of Mr Jim Bolger, which wants to emphasise its desire to strengthen New Zealand's place in Europe just as France sees a similar role for itself in the Pacific.

## China puts up prices

China yesterday announced huge price increases on staple foods, saying they were necessary because of the crushing burden of government subsidies which have quadrupled in 10 years, Reuters reports from Peking.

Recent years were told about the price hikes at their work places last week, triggering long queues at shops where April ration cards could still be used to buy goods at the old prices.

The price of flour rises by 54 per cent and vegetable oil by 105 per cent, but will still be priced below the cost of production.

To soften the latest inflation-blow every worker will get a subsidy of six yuan (\$1.14) a month.

## US orders fall

US machine tool orders, a key indicator of the nation's economic health, fell sharply in March, down 22.7 per cent from a year earlier and 12.3 per cent lower than February, the Association for Manufacturing Technology said.

Machine tools, which cut or shape metal, are used in the manufacture of a goods ranging from weapons and aircraft to consumer items such as refrigerators and cars.

Although the market for machine tools is relatively small, its level of activity can provide clues to the health of manufacturing and the economy generally.

## Iceland's new PM

A coalition government is to be formed in Iceland between the right-wing Independence party and the Social Democrats. The new prime minister is Mr David Oddsson, 43, leader of the Independence party for only a few weeks, the mayor of Reykjavik and a well-known radio comedian, writes Robert Taylor in Stockholm.

The coalition parties between them have 36 seats in the 63 strong Parliament.

## Ministers seek Nato talks on defence

By David Buchan in Mondorf-les-Bains, Luxembourg

THE future of European defence should be discussed in Nato with the Americans, EC foreign ministers agreed yesterday.

At an informal meeting, the more Atlanticist states - Britain, the Netherlands and Portugal - appeared to stem the tide in the political union negotiations that had been moving in favour of presenting Nato and the US with a fait accompli on European defence. This would be based on a western European union ever more closely tied to the Community.

Mr Jacques Poos, foreign minister of Luxembourg, which holds the EC presidency, revealed that his US counterpart, Mr James Baker, had last week delivered another stiff warning to EC states on defence.

Echoing his diplomatic demarche in February, the US secretary of state cautioned the Europeans that in building up WEU, they should not tamper with the Nato military structure or take action outside the Nato area without first consulting the alliance.

European states that did not belong to the EC, such as Norway and Turkey, should also be let in to WEU, he had said.

American concerns could be "appeased", said the Luxembourg minister, and the forum for this should be Nato, which was lagging well behind the EC in its strategic review.

Mr Jacques Delors, the Commission president, suggested

A flick of a coin yesterday denied Mr Brian Crowe, Britain's ambassador to the Conference on Security and Co-operation in Europe, the top job in EC diplomacy, writes David Buchan. EC foreign ministers split six-six in a secret vote on Saturday on whether Mr Crowe or Mr Pierre Champagnon, a Belgian diplomat, should succeed Mr Giovanni Jannuzzi of Italy as secretary general of European Political Co-operation, a small cell of Brussels-based diplomats through which all EC foreign policy co-ordination passes.

The UK and Belgian foreign ministers, Mr Douglas Hurd and Mr Jack Straw, first thought of dividing the job's tenure. But realising the job could be dramatically changed and upgraded in a political union treaty, they decided to spin for it. Mr Jacques Poos, foreign minister of Luxembourg, spun the coin, and the Belgian won.

that if delicate defence issues were also discussed in Nato as well as the EC, fewer British and Dutch battles would be raised. It would look less as though the Americans were being chased out of Europe, the Commission president said, calling for Nato to get a move on with its strategic review scheduled to end with an autumn alliance summit.

## UN plans crackdown on drug laundering

New narcotics chief sees attack on crime profits as crucial, says Ian Hamilton Fazey

NEW routes and markets for drug traffickers have been created with the end of the Cold War and the opening of east European borders. The Soviet Union has reported large increases in addicts during the last three years and the United Nations says that some of the drugs now being smuggled through the Balkans are "slicing" on route.

The spread of the problem has added to the urgency with which the UN has started to merge its three drug agencies to cut out duplication. The aim is to escalate and globalise its fight against the illicit drugs industry, which Mr Giorgio Giacomelli, new head of the UN's programme, says is worth up to \$500m a year.

Mr Giacomelli said the UN would take the lead to co-ordinate a more rigorous world-

wide fight against drug abuse. He sees a more vigorous attack on money laundering as crucial, to stop drugs money being channelled into legitimate businesses.

Mr Giacomelli, a senior Italian diplomat who took up his post last month, will report progress to the UN Commission of Narcotic Drugs, which starts its annual 10-day meeting in Vienna today.

The three agencies - the Division of Narcotic Drugs, the UN Fund for Drug Abuse Control, and the International Narcotics Control Board - are being merged into a single organisation called the UN International Drug Control Programme.

The agencies employ about 150 people in Vienna and 50 in 15 offices around the world. They implement and monitor

treaties on legal drug production and run intervention programmes to try to change the economic and cultural bases of Third World countries producing opium and coca leaves.

Recent years have seen increasing emphasis on tackling the problem in the marketplace by reducing demand among drug abusers through educational, social, welfare and medical initiatives.

However, Mr Giacomelli acknowledged that the UN agencies have been "parallel institutions", not always in harmony, despite good work done.

Mr Giacomelli said the UN's estimate of the size of the illegal drugs industry was between \$300m and \$500m. People tended to fix on the higher figure, which he thought was reasonable.

"It is second only to the arms trade and is bigger than the oil trade. With such amounts there is no limit to what you can achieve. You can buy or kill judges and you can set a very sophisticated underground pharmaceuticals industry," he added.

"Against it, we have to operate within the framework of law or agreed strategies and tactics, while the crime world has no such constraints. They have no problems of sovereignty or borders."

Mr Giacomelli said organised crime had "globalised as much as any other international industry." This was why an attack on money laundering was at the heart of the struggle.

"This is where the international community is worried. It is a very significant amount of

money and can influence the state of world finance. We have to go to the point where there is a linkage between the criminal origin of funds and the legitimate enterprise and then stop the criminal activity."

The three UN agencies have a combined annual budget of \$50m. Mr Giacomelli believes that more will be available once he has proved to UN member states that the new single organisation is giving better value for money.

Italy is the biggest contributor, because its agency for co-operation and development - which Mr Giacomelli set up in 1971 - recognised the importance of fighting drug problems early on. Britain, the US, Germany and Sweden are also among the UN's leading supporters.

## Greens inch toward realism

By David Goodhart in Bonn

THE German Greens took steps towards creating a more professional party structure at the weekend but did not, as had been expected, support a full-scale takeover by the pragmatic "realist" wing.

In one of the biggest shocks of last December's all-German election the Greens failed to cross the 5 per cent hurdle into the Bundestag but have subsequently recovered ground in Lander elections.

The weekend conference did abolish the rotation principle,

under which representatives were usually allowed to serve only one term in office, and which had helped to mark the Greens as a counter-culture movement rather than a real party.

Also, a group of far-left ecologists under Ms Jutta Dittfurth decided to leave the Greens.

However the Greens stopped short of swallowing all the "realist" medicine and elected two leaders from the left of the party.



A delegate aims a water pistol at another party member at the German Green conference

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## US lobs a cut-price spanner into Europe's cosy soda ash market

Clive Cookson on the looming upheaval in production of a major industrial chemical

THE \$700m a year European market in soda ash - one of the world's main bulk chemicals - is entering a period of upheaval, after 40 years during which the patterns of trade hardly changed.

The soda ash story illustrates both the continuity of the European chemicals business and the forces of change now working on it. In the case of soda ash, these include:

• Low-cost US producers whose prices can undercut the European manufacturers at current exchange rates;

• The EC, which dealt the European companies a double blow late last year, by fining them Ecu48m (\$53.4m) for allegedly running a soda ash cartel and by lifting an anti-dumping duty that had kept US producers out of Europe;

• The opening up of eastern Europe's huge soda ash market to western manufacturers.

Solvay of Belgium has dominated the soda ash business since the 1860s when Ernest Solvay founded the company to synthesise the material - used in glass making and other industries - from cheap raw materials (salt and limestone). During the late 19th century Solvay built a network of soda ash plants across the continent from Russia to Spain, while licensing Brunner, Mond, a predecessor of ICI - to use his process in the UK.

Today Solvay, Belgium's second largest company, makes about 4m tonnes a year of soda ash in west European plants. Soda ash - currently selling for about \$90 per tonne - still represents 11 per cent of Solvay's Ecu250m (\$4.15bn) a year turnover. The company has long used soda ash as a "cash cow" to help finance expansion into other fields.

ICI makes 1m tonnes a year of soda ash in the UK. Smaller European producers, including Rhône-Poulenc of France, also



THE EUROPEAN MARKET

of the Netherlands and BASF and Henkel of Germany, produce 1.5m tonnes a year.

The sales pattern established in the 19th century persists today. ICI has more than 90 per cent of the UK and Irish soda ash markets and sells very little on the continent. Solvay, conversely, has 70 per cent of the continental market.

Solvay and ICI abandoned their formal market-sharing agreement in the 1960s and insist that there is now no collusion between them. The EC competition directorate disagrees and in December fined Solvay Ecu80m and ICI Ecu17m for operating a cartel and offering illegal price rebates to lock in large customers. In addition BASF was fined Ecu1m.

The companies are appealing against the fines. The rebates are normal commercial practice, they say, and the trading patterns result from the nature of soda ash, a bulky low-value chemical which is expensive to transport and requires special supply facilities. Customers do not maintain large stocks of soda ash - a glass manufacturer keeps less than a week's worth on the premises - and they rely on the suppliers to keep the material flowing

steadily into the works.

For example Pilkington, the leading UK glass maker, has a very close working relationship with ICI, which has supplied virtually all its soda ash for many decades. ICI's soda ash factories in Cheshire are conveniently close to Pilkington's glass works in St Helens on Merseyside.

Mr Olivier Montfort, manager of Solvay's soda ash business, says his company recently offered to supply Pilkington in St Helens with Solvay soda ash at the same price as it sells the material to Pilkington's German subsidiary, with transport costs added. "They could not accept it," he says.

The great misfortune for the synthetic soda ash producers was the discovery in the 1960s of vast deposits of a mineral called trona in Wyoming, USA. Trona is a naturally occurring form of soda ash (sodium carbonate) and represents a cheaper source of the material than the Solvay process. In 1966 the last Solvay plant in the US closed down after making heavy losses for several years, leaving the US field clear to a group of six companies selling natural soda ash.

The group operates an export cartel, American National Soda Ash Corporation (Anasac), which has had great success selling US ash in Asia and South America. Small quantities have come into Europe, particularly when the dollar was very weak in the mid 1980s, but the EC anti-dumping duty of \$65 per tonne effectively shut out US imports.

After the EC lifted the duty last October, it told Anasac that it could not operate as a cartel in Europe. That decision has somewhat delayed US shipments to Europe, while the six individual companies make their own export arrangements, but sources in the industry say that significant

amounts of American ash are beginning to reach UK and west European ports.

The US producers say they are aiming to win at least 5 per cent of the European market. But they are acting cautiously, in response to an EC warning that it would monitor their activities closely and re-impose the anti-dumping levy immediately if there was any evidence of unfair activities. Richard Bell, ICI's commercial manager for soda ash, says some US material is reaching Europe at prices very close to dumping levels.

Mr Montfort says Solvay accepts that the Americans will win a slice of the west European market. Some glassmakers need good harbours - for example in the Rotterdam/Antwerp region - may take as much as 10 per cent of their soda ash from the US, he says, although they will be reluctant to go beyond that level and jeopardise the long-term security of their relationship with Solvay.

Solvay plans to make up for the loss of market share in western Europe by winning business in the east. The company is close to regaining control of the Bernburg plant in eastern Germany, which was appropriated from Solvay in 1940. As soon negotiations with the Treuhand privatisation agency are complete, Solvay will invest DM200m in Bernburg, which can produce 500,000 tonnes per year.

Meanwhile ICI says it has been approached by a number of east European countries. "We're looking at a variety of options," said Mr Bob Collicott, ICI soda ash manager. "I think that soda ash is an industry that eastern Europe might want to concentrate on, since it is not environmentally one of the worst industrial activities and it is used in so many other basic industries - particularly glass, detergents and chemicals."

201504



French visit  
to NZ an  
attempt to  
rebuild ties

By Terry Hall in Wellington

French Prime Minister Jacques Chirac's visit to New Zealand on Monday was seen as an attempt to rebuild ties between the two countries after a period of tension over the Falkland Islands dispute.

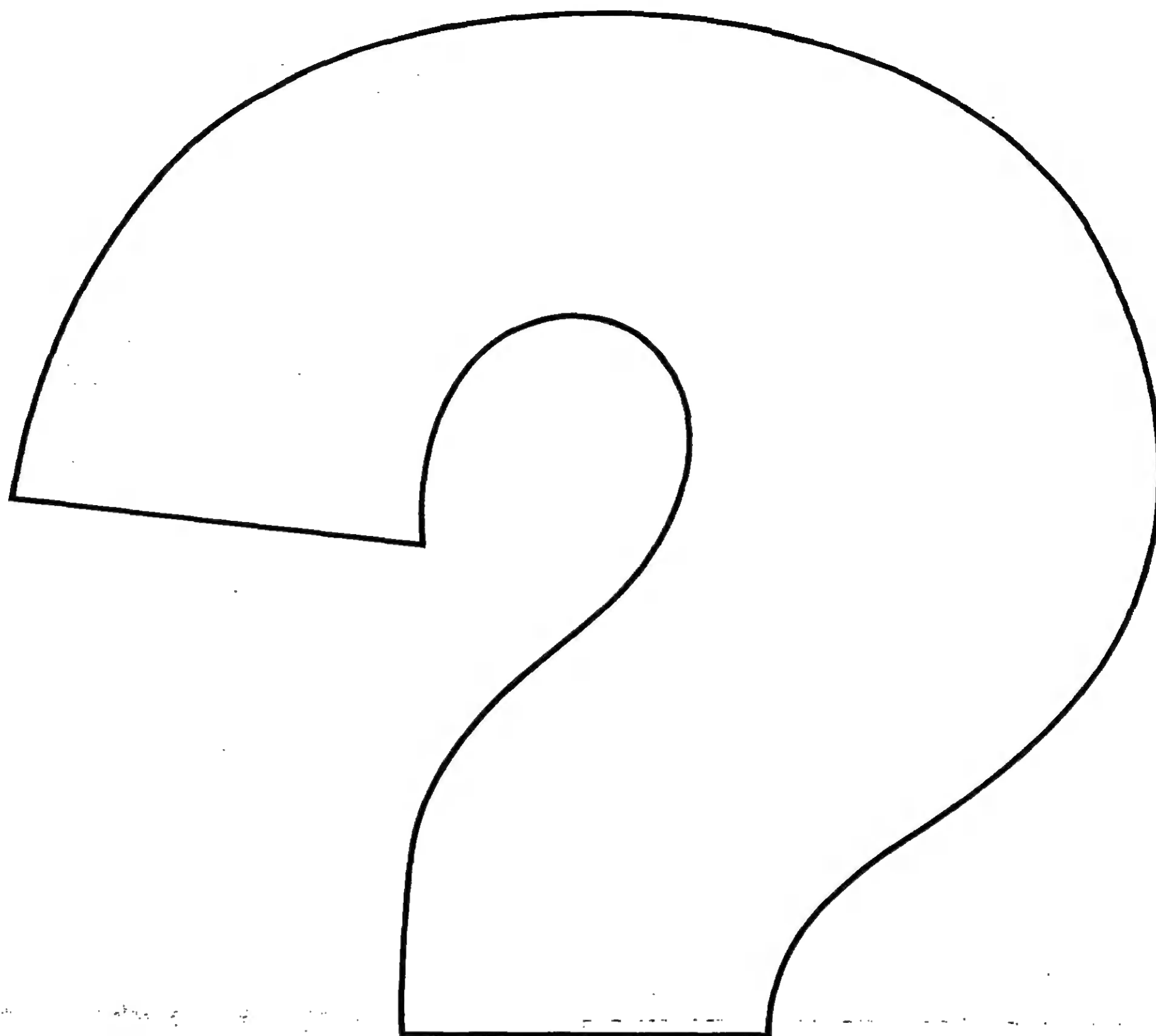
China puts up price

China's government has announced a new price for its exports, which will be based on the world market price. This move is seen as a step towards liberalising the country's trade policy.

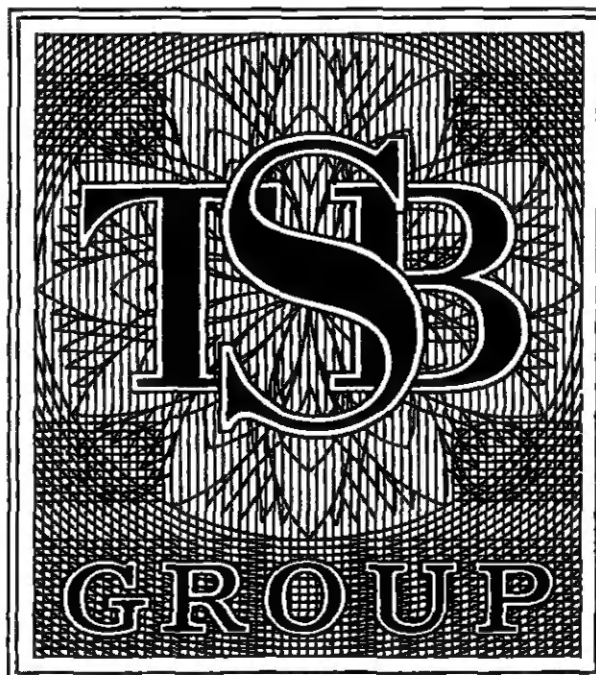
US stocks fall

US stocks fell on Monday, with the Dow Jones Industrial Average down 100 points. The decline was attributed to concerns over the economy and the ongoing recession.

inner into  
market



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make against bad and doubtful debts. But we have the financial strength to look beyond the recession and continue to build our business.

In this way we can maintain our competitiveness: thus providing our customers with services of the highest quality, and building long-term value for our shareholders.

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## INTERNATIONAL NEWS: PRODUCTION AND EMPLOYMENT

Yearly data for retail sales volume and industrial production plus all data for the vacancy rate indicator are in index form with 1985=100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-period values.

UNITED STATES						JAPAN						GERMANY						FRANCE						ITALY						UNITED KINGDOM					
	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator						
1984	95.3	98.3	7.4	98.0	98.3	96.7	96.4	2.7	100.5	99.9	99.2	98.4	7.1	93.4	99.9	99.3	99.5	9.7	99.3	97.4	95.4	98.5	9.3	101.1	1984	95.6	94.8	11.7	99.7						
1985	100.0	100.0	7.1	100.0	102.7	100.0	100.0	2.5	100.0	98.4	100.0	100.0	7.2	100.0	100.0	102.0	100.0	101.1	100.0	100.0	100.0	100.0	8.6	100.6	1985	100.0	100.0	11.2	100.0						
1986	105.7	105.9	6.9	97.8	107.9	106.4	99.7	2.8	94.3	105.9	108.6	102.4	6.4	136.4	103.1	102.4	101.2	10.4	107.4	107.2	107.8	103.2	10.4	110.3	1986	105.2	102.4	11.2	118.1						
1987	108.3	105.9	6.1	105.0	108.8	119.5	103.1	2.8	106.3	115.2	107.4	102.7	6.2	146.4	103.6	104.5	103.1	10.5	118.0	107.3	113.4	105.6	10.8	112.5	1987	110.7	105.7	10.3	141.2						
1988	112.2	111.8	5.4	106.2	114.3	122.7	112.9	2.5	136.9	122.5	110.5	105.4	6.2	184.7	109.7	107.9	107.9	10.0	134.5	112.0	108.7	114.2	10.9	117.4	1988	117.3	108.6	8.5	144.3						
1989	114.7	114.5	5.2	98.4	113.3	132.7	119.9	2.3	147.0	125.7	113.8	111.6	5.8	218.9	112.0	108.9	111.2	9.4	158.1	111.4	117.4	118.7	10.9	115.6	1989	119.9	110.0	7.1	124.2						
1990	114.2	115.7	5.4	84.3	108.8	141.9	126.3	2.1	146.7	123.0	122.6	117.4	5.1	281.4	113.6	110.1	112.4	9.0	182.6	105.5	117.4	117.9	9.8	112.8	1990	120.4	109.2	6.8	97.8						
1st qtr. 1990	1.7	0.6	5.2	88.0	114.5	3.5	1.9	2.1	148.7	124.8	5.0	5.0	5.3	258.4	112.8	0.5	1.5	8.0	174.2	111.1	0.3	2.0	10.1	115.4	1st qtr. 1990	1.1	0.0	6.7	112.5						
2nd qtr. 1990	-0.2	0.9	5.3	88.0	114.5	14.5	3.5	2.1	149.0	124.8	8.0	4.6	5.2	263.7	113.7	1.6	1.0	8.0	171.2	110.4	-0.3	0.9	9.7	115.8	2nd qtr. 1990	1.2	2.5	6.7	108.6						
3rd qtr. 1990	-1.2	2.2	5.5	88.5	111.6	7.8	5.9	2.1	148.4	124.3	13.3	5.7	5.1	265.9	114.3	-0.5	2.2	9.0	161.4	108.9	-1.2	0.8	9.8	114.8	3rd qtr. 1990	0.6	-2.0	6.9	93.8						
4th qtr. 1990	-2.1	0.3	6.8	72.7	108.8	2.8	7.0	2.1	153.2	123.0	7.8	5.4	4.7	258.7	113.6	0.5	-0.4	8.0	143.2	105.5	-4.2	0.8	112.8	4th qtr. 1990	-1.2	-3.2	7.3	76.3							
April 1990	-0.3	0.2	5.3	88.6	114.5	20.4	3.1	2.1	145.1	123.8	6.2	0.8	5.2	260.3	112.9	1.8	0.1	9.0	180.0	110.7	-7.0	1.4	n.a.	115.7	1990 April	2.2	0.3	6.7	112.4						
May	-0.3	1.0	5.3	87.6	114.5	10.7	4.5	2.1	153.9	123.9	7.4	8.7	5.2	264.5	113.3	1.4	1.8	8.9	173.5	110.5	-4.2	2.1	n.a.	115.8	1990 May	0.7	2.8	6.7	109.8						
June	0.1	1.6	5.2	88.8	114.5	12.9	3.0	2.2	148.1	124.8	5.3	4.4	5.2	266.2	113.7	1.8	1.0	9.0	180.4	110.4	-2.8	-0.8	n.a.	115.8	1990 June	0.8	4.5	6.7	104.2						
July	0.0	2.4	5.4	87.0	114.9	8.8	7.0	2.1	152.5	125.1	14.9	5.0	5.1	265.5	114.9	0.7	2.3	9.0	161.0	108.8	-3.8	-1.3	n.a.	115.1	1990 July	2.3	-0.8	6.8	97.1						
August	-1.8	2.1	5.6	85.5	113.1	8.8	5.8	2.1	148.7	124.8	12.1	5.8	5.1	265.8	114.9	-1.2	2.3	8.9	166.5	108.4	-4.3	-1.1	n.a.	114.4	1990 August	-0.4	-2.7	6.9	94.5						
September	-1.6	2.2	5.6	79.8	111.8	7.5	5.3	2.2	141.3	124.3	12.8	6.5	5.0	267.5	114.8	-1.1	2.1	9.0	156.7	108.9	-1.2	-0.8	n.a.	114.6	1990 September	-0.1	-2.5	6.9	88.7						
October	-1.2	2.0	5.5	76.3	110.3	2.5	8.2	2.2	157.3	125.7	8.8	6.6	4.9	264.8	114.3	4.2	1.3	9.0	160.0	105.8	-3.0	-0.9	n.a.	114.1	1990 October	-0.9	-2.2	7.0	80.8						
November	-1.5	0.2	5.8	71.0	109.3	3.0	8.8	2.1	148.2	123.2	9.7	5.6	4.7	268.1	114.1	-2.8	-0.8	9.0	141.4	105.5	-4.1	n.a.	113.5	-1.4	-3.3	7.0	75.0								
December	-3.5	-1.3	6.0	70.9	108.8	3.0	8.0	2.1	153.7	123.0	5.4	4.1	4.6	263.1	113.6	0.6	-1.6	9.0	138.1	105.5	-5.5	n.a.	112.8	-1.2	-4.2	7.8	72.9								
January 1991	-8.0	-0.8	6.1	68.8	109.7	4.3	7.5	2.0	154.8	122.8	12.8	6.2	4.5	268.9	112.4	-0.4	0.8	9.1	134.4	105.0	-0.1	n.a.	112.2	-1.5	-4.2	7.8	61.5								
February	-4.7	-2.8	6.4	64.0	111.2	8.6	2.0				8.4	3.8	4.5	267.2	111.1	-1.4	1.7	9.2	127.5	104.5	n.a.	n.a.	111.9	-2.8	-2.5	8.1	83.3								
March	-3.3	6.8												273.0														8.0	81.3						

All series seasonally adjusted. Statistics for Germany apply only to western Germany. Retail sales volume: data from national government sources except Japan and Italy (value series deflated by OECD using CPI). Refers to total retail sales except France and Italy (major outlets only) and Japan (department stores only). Industrial production: data from national government sources. Includes mining, manufacturing, gas, electricity and water supply industries except Japan (mining and manufacturing only) and UK (also includes construction industries). Unemployment rate: OECD standardized rate which adjusts as far as possible for the different definitions of unemployment used in official sources. Vacancy rate indicator: relevant vacancy measure divided by total civilian employment, expressed in index form. Derived from OECD series, US help wanted advertising, Japan new vacancies, Germany and France all jobs vacant, Italy no data available, UK-unfilled vacancies. Composite leading indicator: OECD data. Each is a combination of series, cyclical fluctuations in which generally precede cyclical fluctuations in general economic activity. Data supplied by Datastream and WEFA.

## A Germany divided poses new challenges

THE FALL-OUT from the monetary and political unification of east and west Germany last year has left German policy-makers facing two very different economic challenges.

Reliable statistics for industrial production and employment in the eastern Länder are still hard to come by, but it is quite clear that the east German economy has collapsed over the past nine months under the dual burden of competition from the west and rapidly rising east German wages. Meanwhile, consumer demand and industrial output in west Germany have continued to grow at an apparently unsustainable pace, as the economic indicators show in the chart.

The growth of output of west German companies has accelerated since the collapse of the Berlin wall in October 1989, when east German consumers were first able to travel to the west. Industrial production in 1990 was 5.2 per cent higher than in 1989.

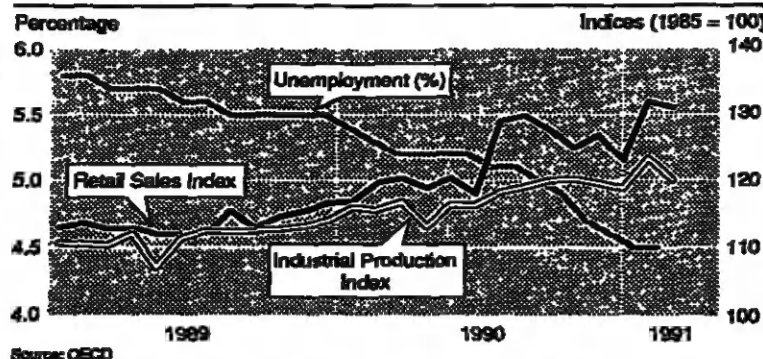
Companies have also switched resources away from producing exports in order to supply the expanding home market. The catalyst for this change was the deteri-

oration in Germany's export competitiveness which has occurred over the past year. Rising German interest rates have attracted foreign capital into Germany, causing the D-Mark to appreciate and pushing the German current account into deficit in January of this year.

Retail sales were buoyant in the western Länder in late 1989 and early 1990, but it was monetary unification last July, and the consequent rise in the purchasing power of east German savings, which provided the biggest fillip for west German retailers. Retail sales in the third quarter of last year were 13.3 per cent higher than in the equivalent period in 1989, compared to 6 per cent higher sales in the second quarter of 1990.

The demand for labour in west Germany has also increased sharply as companies have expanded production to meet rising demand for their output. Vacancies in 1990 were almost double their level of 1986, while unemployment

West Germany



Source: OECD

fell to 4.5 per cent of the workforce in February 1991, from 7.2 per cent in 1986.

This increased tightness in the labour market has been manifested in a rise in the level of wage claims. This combination of strong consumer demand and increased wage pressure explains why the Bundesbank remains nervous about inflation and may want to increase interest rates in Germany again, despite falling output and rising unemployment in the east.

These and many other trends in the world economy are visible in the fourth of our new series of statistical tables for the six largest industrial countries. It follows

tables covering National Accounts (April 8 1991), Balance of Payments (April 15 1991) and Money and Finance (April 22 1991).

Today's table consists of five series which together provide a detailed picture of both historical trends and future prospects for industrial output, retail sales and employment.

The industrial production and retail sales series are shown annually in index form (1985 = 100), and quarterly and monthly as growth rates on the equivalent period in the previous year.

Because all countries calculate unemployment rates in different ways, the table contains standardised unemployment rates for each country, adjusted by the OECD from national sources to approximate to the International Labour Organisation (ILO) definition of unemployment.

This definition includes only those persons of working age who are without work, available for work and actively seeking work. This unemployment definition may

not adequately capture the true rate of unemployment. Published figures for unemployment in east Germany, for example, understate the true level of unemployment considerably, since many "employed" workers are merely being paid to stay at home until they can legally be made redundant later this year.

Changes in the level of job vacancies in an economy often provide an advanced warning of future changes in unemployment or inflation, yet few countries attempt systematically to record total available vacancies.

In the UK, the available measure of vacancies - unfilled vacancies at job-centres - is estimated to represent about one third of total vacancies in the economy. No vacancy data are available at all for Italy, while in the US a help-wanted index, based on jobs advertised in main metropolitan newspapers, is used as a proxy for actual vacancies.

The table contains a vacancy rate indicator which the FT has constructed for each country except Italy. The available raw vacancy data for each country, or proxy for the US, have been

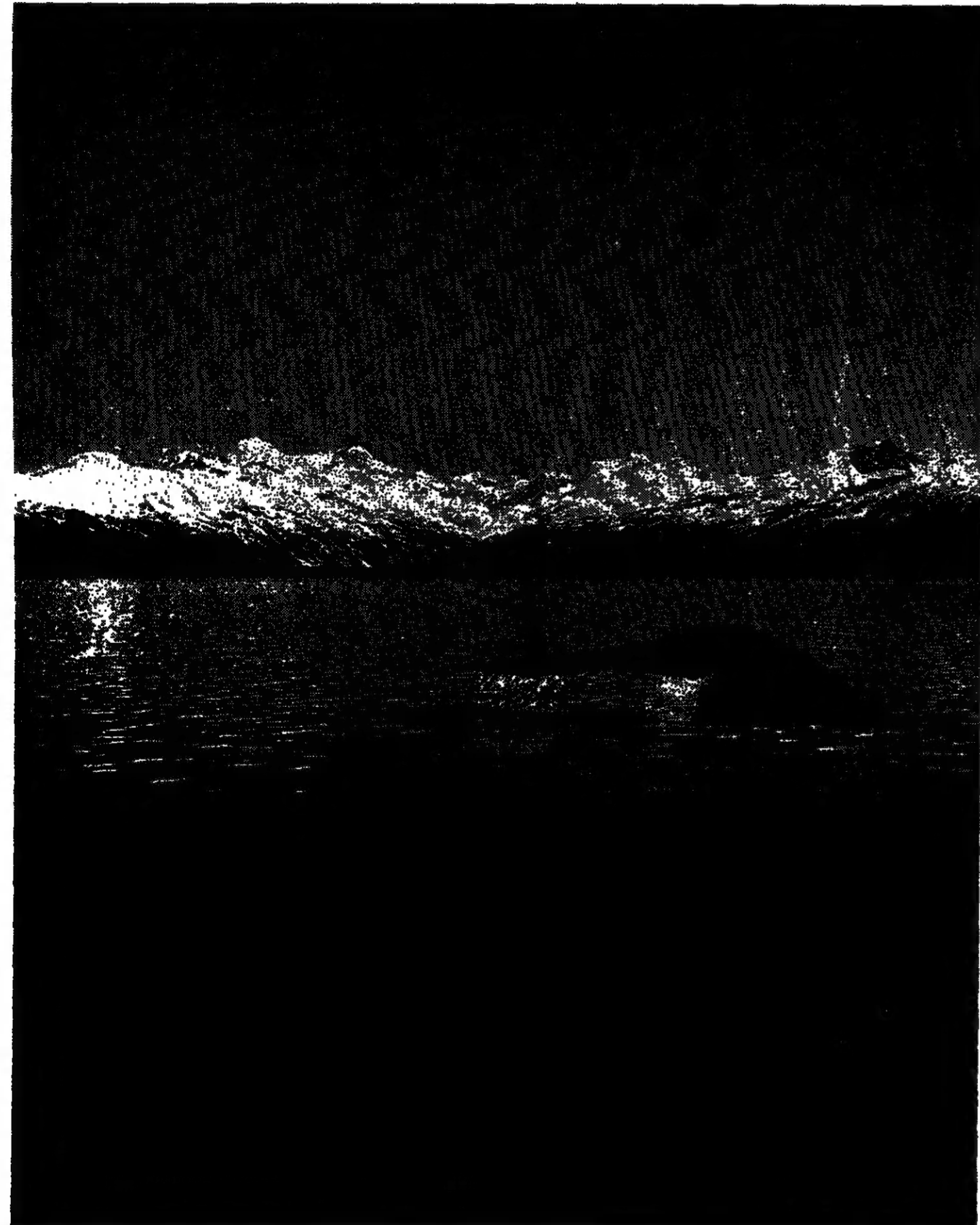
divided by total civilian employment, to adjust for changes in the size of the employed work-force, and converted into an index with 1985 = 100.

This vacancy rate indicator is informative, but must be used with care. Only general trends in the index can be compared across countries, not levels or even percentage changes. Even within countries, percentage changes in the index over time must be interpreted with caution.

The composite leading indicators are weighted averages of a number of forward-looking economic indicators for each country, which are compiled by the OECD. Cyclical movements in the monthly index should precede cyclical fluctuations in the index of industrial production by about six to nine months.

The indicators included in the index vary across countries, but will often include share price movements, housing starts or results from surveys of business confidence.

Edward Balls and Jill Leyland



The few blue whales remaining alive in the world are no match for the predator who has carelessly eliminated eight hundred species of life from the face of the earth in this century alone: Man.

Like every other creature in the sea, the blue whale requires clean water to live.

The Samsung Group has designed and is currently producing supertankers with a double-hull, double-bottom construction that prevents oil spills.

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السلامة



# Ministers face questions on NHS funds

By Alan Pike, Social Affairs Correspondent

THE UPROAR over National Health Service funding provoked by job cuts at two trust hospitals is set to continue in the run-up to Thursday's local government elections.

Opposition MPs plan to press ministers again today after last week's announcement of about 600 job losses at Guy's Hospital, London, and a probable 300 at the Bradford Hospitals Trust.

The financially provoked cuts, announced less than a month after the introduction of the government's NHS reforms, have led to renewed calls for hospital managers to predict last year when the business plans were prepared - exactly what their income would be for this year.

He agreed that a study by Coopers & Lybrand Deloitte, chartered accountants and management consultants, had shown that only about 12 of the trust candidates were without any financial difficulties.

Mr Waldegrave said, however, that it had been his job to judge whether the solution was going to come "from the very management structure which had created those problems" or from setting up trusts.

Under the health reforms, trust hospitals such as Guy's manage their own day-to-day affairs. All hospitals, whether trust or directly managed, now receive their finance from contracts negotiated with health authorities and general practitioners. That more competitive funding system means that further cuts and service reductions like those announced last week are likely to be particularly in London, where the hospital sector faces substantial rationalisation.

The Guy's and Bradford job cuts, coming so soon after the start of the reforms and just before the local government elections, have embarrassed the government.

Mr Peter Griffiths, chief executive of Guy's hospital, stands by his decision to tell his staff last week that jobs needed to be shed.

He said: "Too often, problems in the NHS have been caused by money running out towards the end of the financial year and forcing hospitals into sudden, unplanned decisions. I thought it was right to make the position clear at the start of the financial year so that we would have as much



Battle resumes: William Waldegrave (left) faces fresh attacks from Labour's Robin Cook

time as possible to tackle it."

On Saturday Mr John Major, the prime minister, and other ministers met medical and health specialists to discuss targets for improving the nation's health. The meeting kept to its planned agenda, although Mr Major emphasised

to his audience that the government had no intention of reducing the overall resources devoted to the NHS. He said the objective was to get more health care for every pound spent.

The plans for health targets discussed on Saturday will be

published by the Department of Health next month. Although the idea is welcomed by health specialists, it is likely to generate more controversy. Critics say that the government's economic policies have added to the health problems of poorer people.

## Ribble Valley has rattled Tories in the north-west

**Ian Hamilton**  
Fazey says the poll tax is the main issue in this closely fought region

IN THE north-west, the by-election defeat for the Conservatives in the former safe parliamentary seat of Ribble Valley in Lancashire has added spice to what was already destined to be a vigorous three-party tussle.

The local authorities are likely to see shifts in power because a third of the seats are up for re-election and all the seats are to be contested in 11 districts that have had boundary changes. Everyone on the register has a vote - for metropolitan borough councils in Greater Manchester and Merseyside and for district councils in Cheshire, Cumbria and Lancashire.

Crucially, both main parties agree that Labour needs 21 parliamentary gains from the Conservatives in the north-west at a general election to install Mr Neil Kinnock, its leader, in Downing Street.

Both main parties are massing their resources for the fight.

Labour has 14 full-time officials and organisers in the region, co-ordinated from a new headquarters in Warrington, Cheshire, at the hub of the region's motorway network.

In 1987, the last time most of this year's contested council seats were fought, Labour did much worse than expected, failing to capture control of several councils.

Labour then had fewer than half the full-time workers it has now, and most were diverted by the party's internal war against the Militant Tendency in Liverpool.

The Conservatives' regional headquarters is in Bury, near Manchester, at the hub of a clutch of parliamentary marginals, where three Central Office organisers help to co-ordinate 30 full-time constituency agents.

At election times, Labour gets additional help from full-time trade union officials. Therefore from an organisational point of view, the two main parties are probably more evenly balanced in the north-west than ever before.

The battleground itself is one of the UK's key economic and political regions. With about 7m people, it is a third larger than Scotland and accounts for about a tenth of UK gross domestic product. About 2.5m and 1.4m people live in the conurbations of Greater Manchester and Merseyside from the Liberal Democrats.

There are 79 parliamentary constituencies, 38 held by Labour, 37 by the Conservatives and four by the Liberal Democrats. Even some Labour workers admit privately that the task of winning 21 Tory seats may be too much, especially because the Conservatives hope to gain Ribble Valley and Southport on Merseyside from the Liberal Democrats.

Yet the loss of the formerly safe Ribble Valley in a by-election last month on the single issue of the poll tax has rattled the Conservatives. At least 13 of their seats are marginal. Senior figures with seats at risk include Mrs Lynda Chalker, the overseas development minister, at Wallasey, Merseyside, and Mr David Tripper, the environment minister, at Rossendale and Darwen in Lancashire.

Of the 170 seats being contested, Labour is defending 47, the Conservatives 43 and the Liberal Democrats 115, with 75 independents and 11 old-style Liberals in Pendle.

Generally, towns and cities already in Labour hands are expected to stay so. Conservative apprehension will centre on the hung councils of Wirral

and Sefton - both on Merseyside - Chester, Cheshire's Vale Royal, Blackpool and Lancaster, where the Liberal Democrats are not strong, giving Labour a good chance of taking control.

Conservatives will also be concerned with results in wards in Conservative-held parliamentary marginals where Labour came a strong second in 1987 - Ellesmere Port and Neston, Barrow-in-Furness, Bolton North-East, Bury North, Bury South, Hyndburn, Lancashire West, Pendle, Rossendale and Darwen and Wallasey.

The parties will also scan the results for an indication of whether the next general election will be a three-party one. In Bolton West, Stockport, and Pendle a strong showing by the Liberal SDP Alliance ensured Conservative victories over Labour in 1987. Labour stands to gain those seats if it can pick up a relatively small number of votes from former Conservative and Liberal Democrat voters.

What happens in Lancashire may be the most telling indicator of the electorate's mood. Because six district councils have to be elected in their entirety, more than 421 seats of the north-west's 1,170 will be contested in Lancashire alone.

Many are in places such as Hyndburn and Rossendale, where working-class owner-occupation is high - but the houses were formerly low-rated. Thousands who voted Conservative in such marginal constituencies in 1987 have been poll tax losers.

All parties say that their early canvass returns show the poll tax to be the dominant, possibly the only issue. The Conservatives say everything will depend on how well people understand the mechanisms by which this year's poll tax bills are being reduced for all and how the poor will receive further reductions.

Party workers will have to wait for May 2 to discover how the voters of the north-west have judged the argument.

### NEWS IN BRIEF

#### Ulster talks will start tomorrow

THE FIRST discussions in the round-table talks on Northern Ireland's political future will be between government ministers, the nationalist Social Democratic and Labour party and the Alliance party, Ralph Atkins writes. The talks start tomorrow.

Leaders of the Unionist parties are not expected to meet Mr Peter Brooke, Northern Ireland secretary, until late this week. The first plenary, involving all the political parties and covering devolution in the province, is expected to be held next week.

The Irish government will enter the talks later, when discussions are extended to include the relationship between north and south Ireland and between London and Dublin.

#### Assault on crisps

EUROPEAN legislation that would outlaw certain flavours of British crisps may be blocked by Euro-life.

The European Commission is refusing to change a draft directive on the use of sweeteners that would outlaw the process for producing different flavours. Crisps were omitted from a list of exempted foods.

The draft legislation must now go to a second reading in the European parliament.

#### European bank plea

A EUROPEAN central bank should be based in London, already the leading financial centre of Europe, Lord Alexander of Wealden, chairman of National Westminster Bank, said yesterday.

Writing in NatWest's Quarterly Review, he urged the government to play a positive role in the development of the European monetary system.

#### Food deficit

THE UK food industry is "losing the competitive war", Mr Paul Judge, chairman of Food From Britain, the government-funded export promotion group, said at a food exhibition in London yesterday.

"British food and drink was in deficit by \$5bn last year," he said. "More than half of that is from products which can be grown in the UK."

## Polls mixed ahead of local elections

By Ralph Atkins

CONFLICTING opinion polls suggest that neither the Labour party nor the Conservative party has a clear lead ahead of Thursday's local elections, but the Tories have received some cheer about the effect of the new council tax.

Mr Michael Heseltine, environment secretary, speaking on LBC Radio, emphasised the prime minister's strengths on domestic and international stages. He said: "This has brought us up to a position where we are in striking dis-

tance of a fourth election victory. We are not quite there yet but in striking distance." As campaigning intensifies ahead of Thursday's elections, opinion polls have widely differing impressions of how the parties are faring.

Most worryingly for Labour, an Independent On Sunday poll by Numbers Market Research gave the Tories a 10-percentage-point lead. Labour officials dismissed the results as "rogue".

The Sunday Telegraph gave

Labour a 3-percentage-point lead over the Tories and a Sunday Times Mori poll put the Conservatives 2 points ahead of Labour. The Sunday Times estimated that the Tories were likely to lose 400 seats in the local elections, while Labour stood to gain about 600.

The Sunday Telegraph poll said 53 per cent of voters thought Mr Major had been held in dealing with the poll tax. A Sunday Express poll said 54 per cent were in favour of the council tax.

Liberal Democrats, although standing at about 13 per cent or 14 per cent in the polls, remain pessimistic about Thursday's results, with one official admitting at the weekend that the party might make net losses.

The party talks instead of raising its influence in areas of strength, issuing a list of 12 councils where it expects to take control. They include Cheltenham and Eastbourne. Council tax, Page 8; Letters, Page 17.

## Sales show consumers keen on cleanliness

By John Thornhill

IN SPITE of impressions to the contrary, Britain is increasingly becoming a nation of squeaky-clean people who wash their clothes regularly and take pride in keeping their homes spick-and-span.

According to a new report from Euromonitor, the market research company: "The 1970s hippies and 1980s punks have given way to the 1990s conformists, with the mid-1980s spending boom fuelling a youth culture geared towards smart and sophisticated attire and quality clothes."

Partly because of food hygiene scares, consumers have placed an increasing emphasis on cleanliness in the home in recent years and demand for household cleaning products, such as kitchen cleaners and washing powders, has grown strongly.

The overall market for such items grew by 8.7 per cent in 1989 and was estimated to have expanded by a further 7.1 per

cent in 1990, showing few signs of abating, in spite of recession.

The trend towards more expensive clothes and fabrics has increased demand for specialist cleaning products, although not at the expense of environmental considerations, which, Euromonitor suggests, represent the "overriding influence" on the UK household cleaning market.

British consumers are increasingly using environmentally friendly trigger-action sprays and are rejecting phosphate-laden detergents.

However, in spite of the general increase in cleanliness, the humble bar of soap has surprisingly been one of the few in the market to suffer and has steadily lost sales to more sophisticated products.

Household Cleaning: UK and European Trends and Forecasts to 1995. Euromonitor, 87-88 Turnmill Street, London. ECLM 52U. 5850.

## Smoking diesels blamed as main source of pollution

LORRIES and cars are now the main source of smoke pollution, according to the National Society for Clean Air. The society, in a report published today, expects the position to get worse.

The society mainly blames smoking diesel engines and lack of official control. Its report says police and environmental health officers should be empowered to make regular checks on smoking vehicles.

In spite of tougher environmental standards for new cars, there is no effective system for curbing smoking lorries and cars once they are on the road, the society says.

The Department of the Environment now encourages the public to report smoking vehicles to Department of Transport area offices, but the society's survey showed that the DoT response was uncertain and confused.

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PARTICIPATING STOCK APRIL 1984 of ECU 1000 EACH  
GENERAL MEETING TO BE HELD ON MAY 15, 1991  
AGENDA:  
The owners of participating stock April 1991 of ECU 1000 of COMPAGNIE DE SAINT-GERMAIN are informed that the General Meeting will be held on May 15, 1991 at 11.15 am at the registered office of the Company.  
"Les Minotiers" 18, Avenue d'Alsace - 92000 COLOMBEVE (92009). This meeting will be held on the following agenda:  
• BOARD OF DIRECTORS' REPORT ON THE COMPANY'S OPERATIONS FOR FINANCIAL YEAR 1990  
• AUDITORS' REPORT ON FINANCIAL YEAR 1990 ACCOUNTS AND ELEMENTS FOR FORMING THE PARTICIPATING STOCK YIELD.  
• FINDING THE INCOME OF THE MASSE ENTITLED REPRESENTATIVES  
• POWERS FOR FORMALITIES  
To attend the meeting the participating stock owners will have to provide a blocking account issued by the trustee and in order to appoint a deputy at the meeting they will have to send a proxy to this effect.  
THE BOARD OF DIRECTORS

**SUN LIFE GLOBAL PORTFOLIO (SICAV)**  
Registered Office: 14, Rue Aldringen, Luxembourg  
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DIVIDEND ANNOUNCEMENT  
The Board of Directors announce that a dividend has been declared on each of the below mentioned Portfolios at the rate per share shown which will be paid on 15th May 1991 to the respective Shareholders of record of those Portfolios as at the close of business on 28th March 1991.  
9.5 cents (U.S.) per share for Global Bond Portfolio  
4.0 cents (U.S.) per share for Global Masters Portfolio  
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## UK NEWS

## Fox move to Thames TV aids franchise bid

By Raymond Snoddy

SIR Paul Fox has joined the board of Thames Television just a few days after retiring from the BBC as managing director of network television. The arrival of Sir Paul, who is president of the Royal Television Society and who will attend his first Thames board meeting on Wednesday, is a boost to the ITV company in its campaign to retain its franchise.

Thames, the largest ITV company, will be challenged for its franchise in next month's bids by Mr Michael Green's Carlton Communications and by joint ventures linking Mr David Frost, the broadcaster, and Mr Richard Branson's Virgin group.

Sir Paul, former managing director of Yorkshire Television, also confirmed yesterday that he would be chairman of Daybreak, an independent television news-led bid to oust TV-am, the breakfast television company.

Apart from ITN, the Daybreak consortium includes Carlton; The Daily Telegraph; M&A, an advertising group; NBC, the American network company; and Taylor Woodrow, the construction company.

Sir Paul was critical yesterday of TV-am's Gulf war coverage. He said ITV had decided to follow TV-am each morning with news from ITN to put right the deficiencies of

the breakfast company. Later today, another ITV bidder will announce its plans - Television Northern Ireland (TVNI), which will bid for the franchise held since the early days of ITV by Ulster Television.

In what has turned out to be a ferocious battle for the Northern Ireland licence in spite of the political sensitivities, another bidder, Lagan Television, has entered the fray.

Lagan is being advised by Mr Bryan Cowgill, the former managing director of Thames Television. The Lagan consortium, which says it is over-subscribed, includes boxing promoter Barney Eastwood, and Mr R.J. McCartney, QC, a leading local lawyer.

Wright, was the original producer of the local magazine programme, Good Evening Ulster, and until recently was head of programmes at Chrysalis Television.

It is unlikely that the Northern Ireland television franchise will go simply to the highest bidder.

The Independent Television Commission will almost certainly want to weigh Ulster Television's experience of coping with Northern Ireland's political troubles against the bidders' promises of more exciting local and network programming.

TVNI and Lagan will argue the need for better-quality local programmes in Northern Ireland and will express a desire to make a more significant contribution to the ITV network than Ulster has so far done.

It is unlikely that the Northern Ireland television franchise will go simply to the highest bidder.

The Independent Television Commission will almost certainly want to weigh Ulster Television's experience of coping with Northern Ireland's political troubles against the bidders' promises of more exciting local and network programming.



Sir Paul Fox: left the BBC to join Thames Television

## British Gas considers Ofgas price formula

By Deborah Hargreaves

THE BOARD of British Gas met late yesterday for last-minute consultations over the new tariff price formula, suggested by the company's regulator, the Office of Gas Supply (Ofgas).

It looks increasingly likely that the company will accept the proposals, which will impose tough controls on the prices British Gas can charge its 17m domestic gas users for the next five years.

If British Gas rejects the formula, it will have to submit its arguments to a full investigation by the Monopolies and Mergers Commission. That would involve the disclosure of additional information showing exactly where it makes its profits.

The new formula will set a limit on the inflation-related price rises British Gas can impose on domestic users. That will be done by increasing the efficiency factor, which has to be taken off the rate of inflation to achieve the rate at which gas prices can rise.

By raising the efficiency factor to 3 to 5 percentage points from its present level of 2 percentage points, Ofgas will force the company to trim its costs, possibly by cutting jobs.

The regulator is also expected to insist that British Gas does not pass through the full rise in its North Sea gas costs to users in an attempt to make the company develop its own gas fields more efficiently.

Mr James McKinnon, director-general of Ofgas, could also announce a new set of service requirements for British Gas to uphold today since consumer groups have urged that efficiency cuts should not affect service standards.

The regulator is putting additional pressure on the company over negotiations it is holding with two power station ventures on the price of gas after the company's 35 per cent price rise for new power station gas purchases in March.

Mr McKinnon would like to see Thames Power and a Mobil/Eastern Electricity power station venture agree to take gas under the new price schedule, but to receive damages through the civil courts that will reduce the price of their gas to the pre-increase level.

Other electricity companies are watching the talks closely and are threatening a round of price rises if the two new power stations are given what they see as preferential treatment.

## Council tax may increase PSBR by £5bn a year, report says

By Neil Buckley

THE introduction of the new council tax may lead to a £5bn-a-year increase in the public-sector borrowing requirement, requiring increased issues of gilts or a delay in tax cuts, a report published by Midland Montagu Research warns today.

The report, which appears in Midland Montagu's Greenwell City Weekly, says that the government's attempts to minimise the local tax burden on individuals through subsidies

to local authorities or transitional relief schemes may increase public-sector borrowing in the next three years.

Councils have borrowed much more than forecast in recent years. In 1990-91, councils borrowed a record £2.5bn, more than the total borrowing in the four years before.

High wage settlements and greater demands on local services may push up council spending even further in the coming year.

Borrowing might increase still more in the short term, as the report fears that the rate of collection of the poll tax may fall.

"Now that the government line is to abolish the tax - as it is 'uncollectable' - it is unlikely that the collection rate will pick up in the coming year," the report says. "It would not be surprising if the commitment of some authorities to tax collection also wavered."

In the medium term, higher subsidies from central government may be required to keep poll tax bills down in the year 1992-93, especially if the collection rate has fallen the previous year. Because of the political sensitivity of the issue, no government could allow bills to grow too big.

In the long term, the introduction of the new tax in 1993-94 may lead to higher spending - as happened when the poll tax was introduced.

That is because the reorganisation might again "muddy the waters of responsibility and accountability".

Local authorities might increase spending on services, and blame that on central government cuts. After the poll tax embarrassment, the government might feel compelled to raise grants to authorities to spare the taxpayer.

For 1991-92, the report forecasts the contribution of local government overspending to

the public-sector borrowing requirement might be almost £2bn. In later years the cost of introducing the new tax might increase the PSBR by £5bn or more.

The report claims the council tax will be more workable than the poll tax, and says that ultimately it could have a positive effect on public finances, by bringing greater stability, and making it more difficult for local authorities to go on "spending sprees".

## Pledge on unprofitable rail lines

By Emma Tucker

MR Malcolm Rifkind, the transport secretary, said yesterday that privatisation of British Rail would not proceed without safeguards to protect unprofitable lines.

The government has yet to say which of various options it will choose for the break-up of BR's monopoly, but Mr Rifkind said he was considering opening up use of the existing rail networks to new operators.

"Certainly what we hope to see is either the whole of British Rail or a very substantial proportion of British Rail in the private sector during the course of the next parliament," he said on BBC Television's On the Record programme.

"We accept that when the railways are privatised it will be necessary for the government to continue giving financial support to ensure that all railway services that are socially necessary are able to continue providing that service," said Mr Rifkind.

He said operators that wanted to run services on unprofitable routes would be asked for their assessment of the minimum subsidy they needed.

If BR could provide the service with a subsidy, it would be awarded the contract, but anyone providing the same service at less cost to the taxpayer would also be considered, Mr Rifkind said.

He could see no reason, so long as safety standards were met, for other operators not to be granted access to all BR's track if they wanted to provide freight or passenger services.

Privatisation of BR, which would be included in the Conservative party manifesto, will probably happen in the mid 1990s, Mr Rifkind said.

Mr McKinnon would like to see Thames Power and a Mobil/Eastern Electricity power station venture agree to take gas under the new price schedule, but to receive damages through the civil courts that will reduce the price of their gas to the pre-increase level.

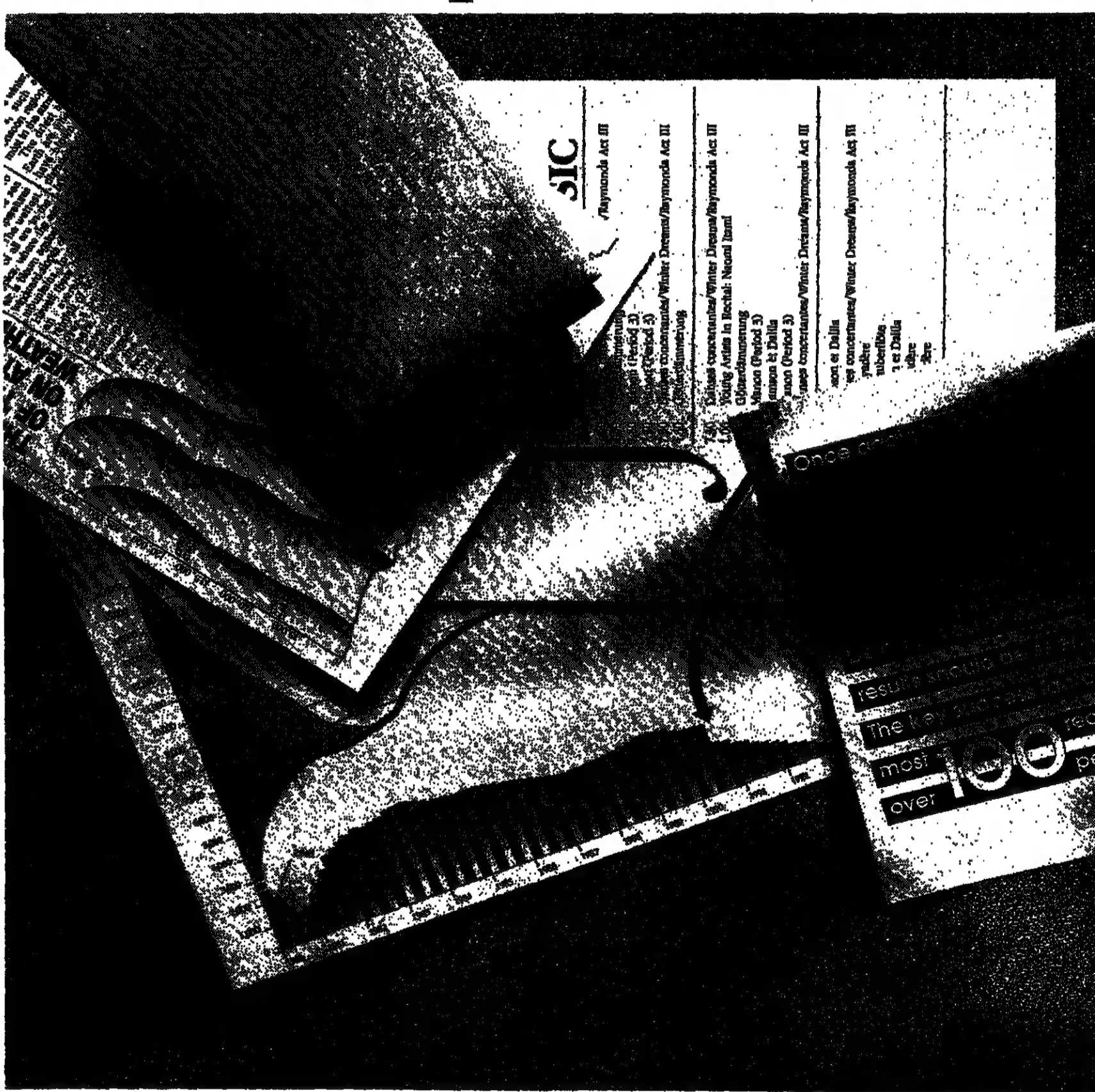
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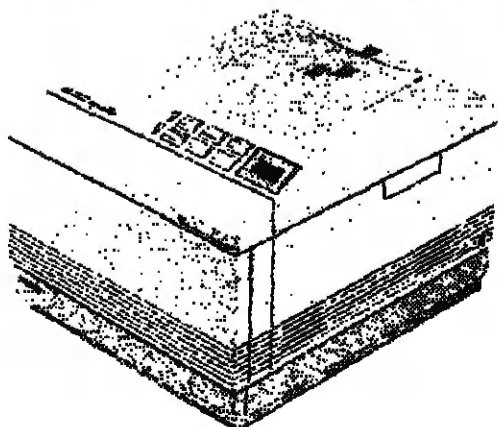
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## FINANCIAL TIMES CONFERENCES

## AEROSPACE &amp; COMMERCIAL AVIATION IN A RAPIDLY CHANGING WORLD

Paris - 11 &amp; 12 June

An international conference to be arranged immediately prior to the Paris International Air Show.

Assumptions about the future for the industry are being questioned in the light of events over recent months, including the economic difficulties in the Gulf countries and the effects of the war in the Gulf. The intention in holding the conference, which has the support of GIPAS and Air & Comm, is to bring together industry leaders to share their views on the future prospects for the industry.

Speakers will include: Mr Olef Lundberg of INMARSAT; Mr John Weston of British Aerospace Military Aircraft Limited; Mr Louis J Williams of NASA; Mr Joseph W N Nyquist of IATA; Mr Jeffrey Shann of the US Department of Transportation and Mr Boris E Poyurov, Minister of Civil Aviation of the USSR.

The language of the conference will be English/French and simultaneous translation will be provided.

## WORLD GOLD CONFERENCE

Vienna - 25 &amp; 26 June

The 1991 FT gold conference will look at the longer term outlook for supply and demand, review developments in the major markets and examine prospects for the mining industry in the 1990s. This year's meeting will also include assessments by central bankers and discussion of gold shares and options.

The conference will be chaired by Mr Robert Gray and Mr David Pyde and speakers taking part include: Dr Klaus Mitter, Oesterreichische Nationalbank; Mr Alexandre Dommor, Swiss Bank of the USSR (Geneva); Mr Robin Plumbidge, Gold Fields of South Africa; Mr Robert Champion de Crespigny, Normandy Precision Group; Mr Fraser Fell, Placer Dome; Mr Steve Korman, Mitsubishi Corporation; Mr Martin Greenberg, COMEX; Mr Olef Nyquist, First Precious Metals Inc. and Dr Pablo Toribio, World Gold Council.

## MANAGING FINANCIAL RISKS

London 9 &amp; 10 July

30 September &amp; 1 October

26 &amp; 27 November

The Financial Times and Price Waterhouse have responded to market demand in developing a workshop to cover the management of financial risks by financial institutions and corporate treasuries.

The workshop is an intensive, practical course aimed at those who wish to understand the principles and practices of financial risk management. It combines comprehensive technical reference material with an interactive format with case studies and worked examples. To underpin this, we have a panel of specialists from financial institutions including Jonathan Britton, Director of Treasury and Fixed Income at Swiss Bank Corporation, London; Bob Fuller, Director of Chase Manhattan Bank in charge of risk systems (CATAYST) development; Richard Hines, Group Project Manager at Prudential Corporation plc; Jillian Nathan, Assistant Managing Director of the Chicago Board of Trade in London; Clive Southgate, Director of Chase Manhattan Bank and Head of Financial Engineering; Chris Wingfield, Assistant Director, RBS Securities Bank responsible for operational support for treasury and capital markets products together with specialists from the Price Waterhouse Financial Risk Management Group.

All enquiries should be addressed to: Financial Times Conference Organisation, 126 Jermyn Street, London SW1Y 4JL. Tel: 071-923 2323 (24-hour answering service). Telex: 27347 FTCONF G. Fax: 071-923 2125.

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## Regulation dispute may delay start of Taurus

By Richard Waters

A DISPUTE has broken out between the City of London institutions and the government over who should regulate Taurus, the automated system which will handle the settlement of stock market transactions.

The disagreement is threatening further delays to the project, which has already been deferred from October until next Spring.

The latest dispute centres on whether the Department of Trade and Industry should oversee the system, or whether it should delegate the job to the Securities and Investments Board and the self-regulating organisations (SROs) set up under the Financial Services Act.

Overnight of the many brokers, company registrars, custodians and institutional investors who "plug in" to the Taurus system will be one of the biggest and most important regulatory jobs in the City.

Their "fitness and propriety" to be part of the system, and their financial stability, will need to be assured to protect investors from fraud and other losses once the process of settling stock market transactions has been automated.

Mr John Redwood, minister for corporate affairs, is thought to fear that giving the job to SIB and the SROs would lead to an unwarranted increase in bureaucracy linked to the Financial Services Act.

It would bring company registrars (which maintain share registers on behalf of companies) and custodians (which maintain shareholdings for institutional investors) within the remit of the FSA, regulators for the first time.

Cutting out the SIB, on the other hand, would mean giving more regulatory power to London's International Stock Exchange, which is to build and run Taurus. This would be a significant development for the Exchange, which had its regulatory functions emasculated by the FSA. The Stock Exchange hinted at further delays in the introduction of the system when it said that Taurus will be launched "in the first half" of 1992.

## TROUBLE ON THE RAILWAYS

# Tube staff face changed working practices

By John Gapper, Labour Editor

LONDON Underground is to revive controversial flexibility proposals for its 22,000 staff which could allow station staff to sell tickets as well as supervising platforms. The move is expected later this year despite current conflict over job cuts.

The plans are being considered amid a dispute over the corporation's attempt to cut 1,005 jobs because of financial difficulties. The RMT rail union is expected to announce today that members have voted for industrial action.

Flexibility in the working practices of station staff, which would pave the way for a multi-skilled senior grade of station employee, is being discussed by a union and management working party. A broad set of flexibility proposals known as Action Stations was among the causes of one-day strikes in 1989.

London Underground has already drawn up plans to suspend any workers who take part in industrial action over the job cuts. Members of the

TSSA white collar union have voted for strikes by a 575 to 289 majority.

Mr Roger Straker, London Underground personnel director, said the RMT was challenging the corporation's right to change the size of its workforce.

"They are asking us to put the clock back, and the answer has to be no," he said.

Mr Straker said London Underground would negotiate further over job cuts, but the corporation would "take a very

hard line indeed" if there were strikes.

The corporation wants to avoid a protracted campaign of selective action.

It wants to increase the flexibility of booking staff, who are currently grouped into five separate grades and carry out no other platform work.

It wants flexibility for employees who operate as "relief" workers when rostered staff are absent to substitute for all grades of platform staff rather than being confined to

substituting only for their own grade.

It also wants more freedom for platform staff to undertake some booking office work. Although the basic grade structure would remain separate, there might be a unified grade of senior employee who could undertake both types of work.

Broad flexibility proposals were at the heart of the Action Stations package, large parts of which were dropped when they provoked a series of one-day strikes in 1989.

## Unease among rail unions gathers steam

John Gapper looks at the risk to commuters of another 'summer of discontent'

A spring turns to summer the temperature of the railways. This afternoon, Mr Jimmy Knapp is likely to alarm London Underground passengers by announcing that his union has voted for 24-hour strikes on the network.

That is only the start: it decided on Friday to ballot for similar action on British Rail. Threats of simultaneous industrial action on both networks are familiar enough to commuters.

The series of one-day strikes in the "summer of discontent" in 1989 caused extensive disruption before helping to force better terms for the unions. There is a danger that passengers will get caught in the crossfire again this summer.

The echo of 1989 comes from more than a confluence of disputes on the two networks. The complications of the argument are as deep as last time, involving changes in working practices as well as pay.

The background is also similar: efforts by managers to force uncomfortable change on workers amid financial constraints.

The difference between now and two years ago is one of intensity. The financial problems of both BR and London Underground have grown to the point where the managers are heavily squeezed.

The recession has forced a £350m rise in BR's external financing limit; the Underground has sustained losses of £92m. Once again, the outcome will depend heavily on which side



Passengers face the threat of industrial action on both underground and rail networks

engages the public's sympathy.

The 1989 dispute taught rail employers not to take for granted that commuters blame rail workers.

The British Rail dispute has so far been a simple wrangle about pay. Because of the board's financial problems, it made an initial offer of 6.5 per cent, improving it a little last week to what it said was its final offer of 7 per cent.

It extended to cover all 120,000 employees, it would add £133m to BR's stretched finances. Mr Knapp talks of the February inflation figure of 3.9 per cent being the RMT's "bottom line."

Mr Paul Watkinson, BR's employee relations director, says that to offer more would be "irresponsible". BR has accepted a call from Aslef, the train drivers union, to take the dispute to the Railway Staffs National Tribunal, the industry's arbitration machinery.

However, the RMT has decided to ballot 60,000 members on industrial action despite the arbitration. The 1989 dispute was resolved through the RSNT when it recommended an 8.8 per cent award for white-collar staff rather than BR's "final" 7 per cent offer.

However, the dispute could

become more complicated. BR is in the middle of restructuring working patterns by introducing flexible rostering over seven days a week which will bring down overtime rates.

In return it is offering improvements in basic wage rates: it will put initial proposals for drivers to Aslef this week.

If there is a pay dispute, restructuring could get tangled up in the way that changes in bargaining became part of the 1989 dispute. The London Underground dispute has also started over a simple issue: the right of the corporation to make job cuts.

Mr Roger Straker, London Underground's personnel director, says these cuts are no more than prudent use of staff.

London Underground managers have already drawn up plans to suspend workers who take part in industrial action rather than allowing a long campaign of selective strikes. This raises the possibility of huge disruption if the RMT implements action over cuts it says will lead to relatively small savings of £400,000.

Managers are counting on gaining public support for their action against the RMT, which they believe is led by a hard left faction.

But they may face difficulties if the RMT plays successfully on passenger disenchantment with services and staff cuts. The most potent element of the job losses would be the removal of 30 workers employed following the King's Cross fire to ensure that dust trays under escalators are cleared daily.

London Underground says automatic cleaning equipment makes this unnecessary, but it was one of the recommendations of the Fensell inquiry into King's Cross.

This combustible mixture of grievances and pressures is already warming as the pay settlement date of April 8 needs without a pay rise in immediate prospect.

It could be settled by a mixture of arbitration and horse-trading over numbers. But there is a danger of the summer of 1989 making an uncomfortable return.

## Trade department to push for innovation and cutting red tape

By Ralph Atkins

MR PETER LILLEY, trade and industry secretary, is to announce a revamp of his department's formal objectives this week in a speech setting out a free-market industrial policy for the 1990s.

A greater emphasis on quality of staff, innovation, and deregulation will be included in a working of departmental objectives as set out in 1987 by Lord Young, then trade and industry secretary.

Mr Lilley's speech follows a "brainstorming" weekend summit of DTI ministers last month.

Speaking at the Institute of Directors in Birmingham, central England, Mr Lilley will set out a non-interventionist role for government in industry, but he will stress his belief that the DTI has a role in promoting innovation.

His speech comes as the opposition Labour party steps up its attack on the government's handling of the economy. Mr Gordon Brown, Labour's trade and industry

spokesman, said the DTI had become "an adventure playground" for the No Turning Back Group of Thatcherite Conservatives of which Mr Lilley is a member.

Lord Young set objectives of creating more competitive markets, improving information available to businessmen, extending privatisation and protecting consumers and investors.

The emphasis was on enterprise, wealth creation and in reducing red tape.

Mr Lilley will aim to build on, rather than alter, that free-market approach. But he will seek to counter critics' claims that the government does not have an industry policy. He will argue that the long-term decline in manufacturing has been halted in the past decade.

Mr Lilley will also cite government efforts to win contracts in Kuwait for British companies as an example of how partnership is possible between industry and government.

## News International faces dispute over staff cuts

By Michael Smith, Labour Correspondent

LEADERS OF the EETPU electricians' union are likely this week to order a ballot that might lead to the first significant industrial dispute at News International's London facility since the plant was set up five years ago.

The union said that about 300 members at the plant in Wapping, east London, had requested the industrial action ballot at the weekend after the company's announcement of 135 redundancies - about 130 at Wapping and the rest at two other plants in Glasgow and near Liverpool.

Union members, who are among 1,500 production workers employed in the UK by Mr Rupert Murdoch's News International, are angry at the company's decision to put production workers on a five-day week or nine-day fortnight, against the present four-day week.

News International said yesterday that it was increasing salaries by 7 per cent to compensate for the changes.

This move takes minimum salaries for pressroom workers to £27,000.

Mr Bob Shannon, the EETPU's national officer, said that about 40 Wapping workers had joined the union at the weekend. The union's main aim was to get the company to agree to talks.

Although the EETPU claims membership of about 60 per cent, it does not enjoy collective bargaining rights.

The redundancies and changing work patterns form part of general cost-cutting after the completion of News International's debt restructuring.

Mr Shannon said any ballot would be likely to include questions on both striking and action short of stoppages.



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## Harrogate market project

**LAING YORKSHIRE** has landed the £18m contract to build Speyhawk Retail's shopping development on the former market hall in Harrogate which is being financed by NPI (National Provident Institution).

As well as boosting shopping facilities in the town, the Victoria Gardens scheme will provide a new home for the market traders who are currently based in temporary accommodation adjacent to the site. The new market hall will be located in the lower ground floor of the new development and above will be three levels of shopping around a central atrium, providing about 90,000 sq ft of retail space. In total, 68 shops are being provided catering for the needs of multiple retailers at ground and first floors, with smaller specialist units and two restaurants on the second floor.

Construction will comprise an in situ reinforced concrete frame, ornate natural external stonework and a curved copper perimeter roof. The development includes a footbridge link over Station Parade which will be a steel-framed structure enclosed with curtain walling and a curved copper roof. The bridge will link the shopping centre to Harrogate Borough Council's new 700 space car park. The building contract also involves internal finishes.

## CONSTRUCTION CONTRACTS

### Access to Glasgow Airport

**BALFOUR BEATTY** has been awarded by The Scottish Office what is believed to be the largest design and build road construction project in Britain. Valued at £28m the St James Interchange improvement is designed to relieve traffic congestion at the bottleneck to the west of Glasgow Airport.

The award followed several months of intense tendering by Balfour Beatty's Edinburgh office, working closely with its designers Scott Wilson Kirkpatrick & Partners, based in Glasgow. During the tendering

period, Royal Fine Arts Commission approval had to be obtained by the contractor.

The St James Interchange improvement will involve the construction of two flyovers linking the A740 with the M8, each almost 800 metres long and consisting of a total of 14,000 cu metres of reinforced concrete and 4,000 tonnes of structural steel. Associated works include a railway bridge, extensive piling and an adjoining slip roads which will involve complex traffic

agreement. Also included are extensive areas of settlement embankments, vertical drains and various other ground treatment measures, together with motorway lighting and traffic control systems.

Balfour Beatty aims to have the interchange open within 98 weeks of the start of construction. Balfour Beatty is also working for The Scottish Office within the Strathclyde region on the construction of a major section of the new M74 motorway between Millbank and Abington.

The second major contract worth £24.6m, involves the construction and fit-out of a seven-storey members' house with an outdoor pool and deck area as well as all associated drainage and external works for the Royal Hong Kong Jockey Club.

Gammon's piling division has won new work worth over £10m for site investigations, substructure and bored piling.

Gammon is already at work on site following an earlier contract award from Mobil Oil for the design and construction of the marine pier.

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## APPOINTMENTS

### Chairman of Total Oil in UK

**Sir Philip Jones** has been appointed chairman of **TOTAL OIL HOLDINGS**, succeeding **Mr Patrick Burgin** who remains a director. Sir Philip is chairman of Total Oil Marine, and a non-executive director of IVO Energy, and of Gas Transmission, and chairman of Dames & Moore, Barry.

**Mr Michael Garston** has been appointed chairman of the **TETRA PAK GROUP** at its headquarters in Lonsdale. He is a member of the group holdings board, and a non-executive director of the Tetra Pak companies in the UK. On April 30 he will be retiring as senior partner of Reynolds Porter Chamberlain, Tetra Pak's solicitors.

**Mr William Lukins** has been appointed chief executive of **HONDA UK**, succeeding **Mr Ikari** who has become president of Honda Europe, parts operation, in Belgium. Mr Trevor Elliott has been appointed general manager, car division, and Mr Jeff Salk has joined the division as marketing services manager. He was with Renault UK. Mr Barry Lawrence becomes customer relations manager.

**DELPHAX SYSTEMS INC** has appointed **Mr Bob Groves** as managing director, Europe, of its new subsidiary **Delphax Systems (UK)**. He was managing director of BEN Communications.

**Mr David Seaman** has been appointed managing director of **OPEN SYSTEMS DISTRIBUTION**.

**BIRMINGHAM MIDSHIRES BUILDING SOCIETY**, Wolverhampton, has appointed **Mr Guy Thomas** as treasurer. He was treasury manager

(Investments). His new responsibilities will include control of long and short term financing and the cash flow needs of the Society.

**SILKOLINE LUBRICANTS**, Belper, a Fuchs Group subsidiary, has appointed **Mr Robert W. Wood** as manufacturing and logistics director. He was works manager.

**Mr Raymon Arning** has been appointed chairman of **SECURICOR CONSULTANCY**, replacing **Sir Colin Woods** who remains on the board but will devote more time to his other Securicor Group responsibilities. Mr Arning joined Securicor last year. He was commissioner of the Royal Hong Kong Police.

**Mr Gerry Pithers** has been made a director of the **EURODOLLAR division of BUTLER HARLOW UEDA**.

**Mr Roy Crawford** has joined Tyneside shipbuilder **SWAN HUNTER** as materials director. He was head of procurement and materials control departments in the Channel Tunnel scheme.

**Mr Ian Weston**, northern regional director of **HSS Hire Shops**, has been appointed to the board of **HSS HIRE GROUP**, a subsidiary of John Mowlem & Co.

**Sir Simon Hornby**, chairman of **W.H. Smith Group**, and a director of **Pearson**, and **Lloyds Bank**, has been appointed a non-executive director of **LLOYDS ABNEY LIFE**. Mr Michael R.E. Thompson, a deputy chairman of Lloyds Bank, and chairman of The German Investment Trust, also becomes a non-executive director. **Sir Lindsay Alexander** and **Mr James Jones** have retired as non-executive directors.

**Sir Christopher Tugendhat** has joined the board of **LWT (HOLDINGS)** as a non-executive director. He is chairman of the Civil Aviation Authority (until May 31) and chairman designate of **Abbey National**. Sir Christopher is a non-executive director of the **BOC Group** and of **Commercial Union**, and chairman of the **Royal Institute of International Affairs** (Chatham House).

## COMPANY NOTICES

### NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that the 158th ANNUAL GENERAL MEETING OF FRIENDS' PROVIDENT LIFE OFFICE will be held at **GLAZIERS HALL, 1 MONTAGUE CLOSE, LONDON BRIDGE, SE1 9DD, ENGLAND** on **WEDNESDAY 22ND MAY 1991, at 11.00 a.m.** to transact the following business:-

- (1) To receive the Accounts and Balance Sheet for the year ended 31st December 1990 and the Reports of the Directors and Auditors thereon.
- (2) To re-elect as Directors of the Office the following Directors, who retire by rotation:

Frederick Coates  
Michael Doerr  
Michael Fox  
John de Havilland

- (3) To re-appoint Price Waterhouse as the auditors to the Office and to authorise the Directors to fix their remuneration.

By Order of the Directors,  
**B. W. SWEETLAND**, Secretary.  
29th April 1991

Friends' Provident Life Office,  
Picham End,  
Dorking, Surrey, RH4 1QA

### NOTES

- A member is entitled to appoint another person (who need not be a member) to attend the above meeting and vote instead of him.
- To be valid the instrument appointing a proxy, which should be as near to the form set out in rule 30 of the Rules of the Office as circumstances admit, and the power of attorney or other authority (if any) under which it is signed, must be deposited at Picham End, Dorking, Surrey, RH4 1QA, not less than forty-eight hours before the time fixed for holding the meeting, or adjourned meeting, or in the case of a poll, not less than twenty-four hours before the time appointed for the taking of the poll.
- Proxy forms may be obtained on application to the Secretary.
- Members intending to attend and vote personally at the meeting should be prepared to quote policy numbers.
- Only members are entitled to vote. Certain policyholders are members. If a policyholder who is not also a member completes and returns a form of proxy, it will not be counted.
- Members have one vote each irrespective of the number of policies held.
- Members are entitled, on application to the Secretary, to receive a copy of the Report and Accounts.

THE ROYAL BANK OF CANADA  
U.S. \$350,000,000 Floating Rate

with the Terms and Conditions of the Debentures, the interest rate for the period 30th April, 1991 to 31st May, 1991 has been fixed at 6% per annum. On 31st May, 1991 interest of U.S. \$3,328,125 per U.S. \$1,000 nominal amount of the Debentures will be due for payment. The rate of interest for the period commencing 31st May, 1991 will be determined on 28th May, 1991.

Agent Bank and Principal Paying Agent  
**ROYAL BANK OF CANADA EUROPE LIMITED**

### RENTALS

#### RENTAL

##### QUALITY FURNISHED

##### FLATS AND HOUSES

##### Short and Long Lets

23 Spring St., London W2 1JA

Tel: 0181 2272 Telex: 23271

Fax: (0171) 252 3796

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## Look Goya straight in the eye.

Allow us to introduce you to one of the greatest painters the world has ever known, the immortal Francisco de Goya.

Here in the Prado Museum, in Madrid, you can view the works that made him famous: the mythical "Majas", the Royal Family portraits and the "black paintings". Feast your eyes on the works of other great painters such as Velázquez, Bosch, Murillo, Picasso, El Greco and Zurbarán.

And without even leaving Madrid you can discover Sorolla in the Museum that bears his name and Pablo Picasso in the Casón del Buen Retiro. Not to mention some of the finest modern artists in the Spanish Museum of Contemporary Art and the Reina Sofia Centre of Art.

You'll never forget all the famous people you'll meet on your visit to Spain. And good friends you'll see them again soon. Contact your travel agent.

Self portrait, Prado Museum, Madrid.

ESPAÑA

Spain. Everything under the sun.

Spain. Host to the Olympic Games and 1992 Seville Universal

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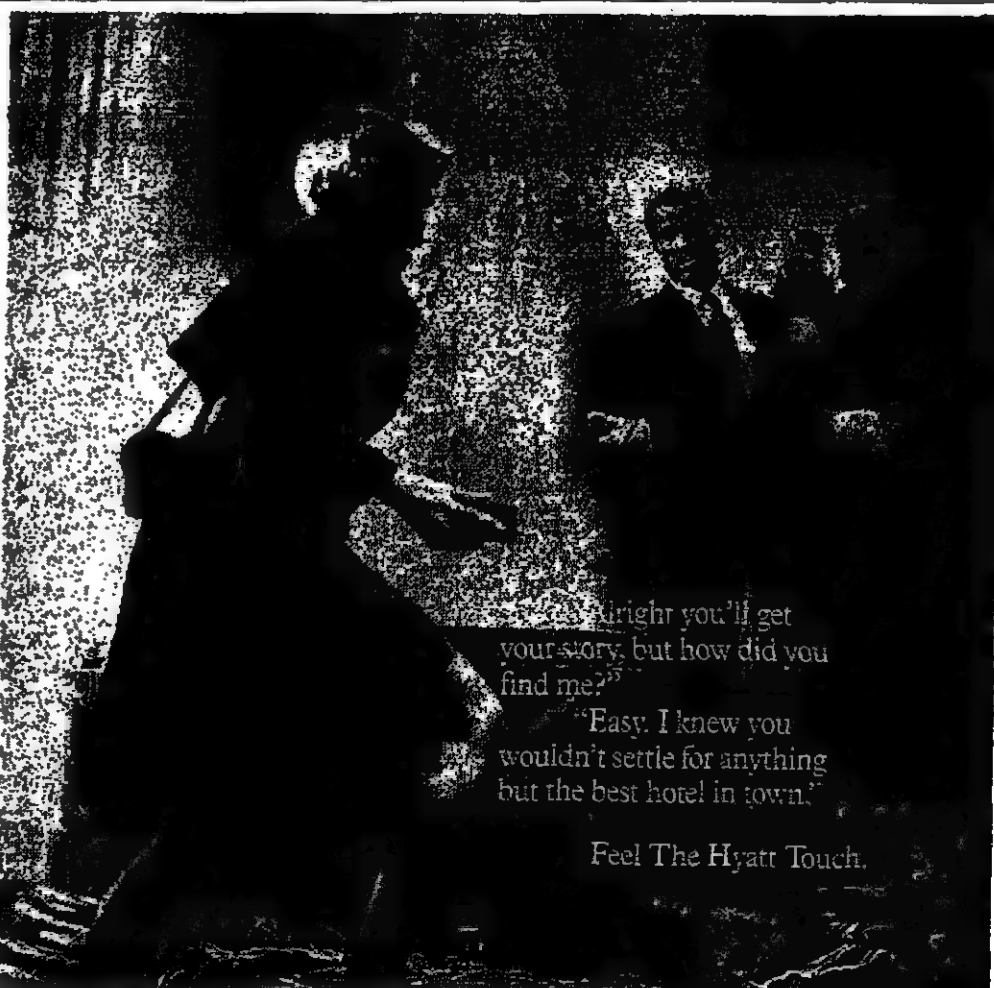
Spain. Host to the Olympic Games and 1992 Seville Universal

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## SWITZERLAND 700 Years

The FT proposes to publish a survey to celebrate Switzerland's 700th anniversary on 10th June 1991. The survey will be published by the FT. If you wish to see this important survey, by advertising in this survey call Paul Surridge on 071 773 3079 or 071 773 3079 in Geneva Tel 7311604. Fax 7319481.

## NOTICE TO HOLDERS OF TOSOH CORPORATION

(formerly "TOYO SODA MANUFACTURING CO., LTD.")  
(A) US\$150,000,000 2 per cent. Guaranteed Notes 1992 with Warrants and  
(B) 100,000,000 2 per cent. Guaranteed Notes 1992 with Warrants

Notice is hereby given to the holders of the notes, warrants or notes with warrants in respect of the captioned issues respectively and collectively referred to as the "Notes", "Warrants" or "Notes with Warrants" that:

(1) The Company concluded the merger agreement with Shin-Daikyo Petrochemical Co., Ltd., Yokkaichi Polymer Co., Ltd. and Company on May 1990;  
(2) The merger under the above-mentioned merger agreement (the "Merger") became effective as of December 1990;  
(3) Following the Merger, the name of the Company remains unchanged and therefore the name of the Company remains unchanged. The Notes, Warrants or Notes with Warrants will continue to be listed on the Luxembourg Stock Exchange under their former denomination. The Company will keep the engagements regarding payment of the principal and interest of the Notes.

By: The Industrial Bank of Japan Trust Company as Disbursement Agent for and on behalf of Tosoh Corporation  
Dated: April 29, 1991



## THE WEEK AHEAD

## ECONOMICS

## Markets looking for signs of move from recession

THE FOCUS this week will be on the pointers from the US and UK on the paths likely to be taken by the two countries as they emerge from recession.

A big worry for economic policy makers is the lack of synchronisation between the two nations and in Germany.

In the US, the latter, demand has been racing to the point of re-inflation, following a dose of welcome inflationary pressure.

The US and Britain, meanwhile, are struggling with the consequences of low demand and sagging output. In recent weeks, indications of when an upturn in either economy might take place have been far from clear.

Of a raft of indicators in the US, among the most important data are the non-farm employment numbers, due on Friday.

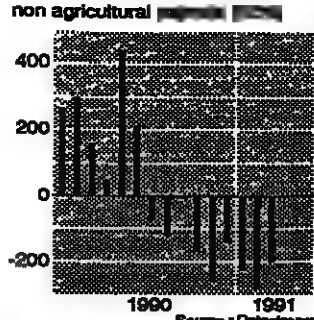
These are expected to show a fall in employment in April of about 130,000, a smaller figure than the 206,000 in March and hence an encouraging sign for anyone looking for an upturn.

Attention will also be directed towards other US figures such as the levels of consumer income and spending.

Wednesday marks the publication in the US of the important National Association of Purchasing Managers Survey which indicates the level of demand in the economy. This is thought likely to show a small upward movement from

## US Employment

labour force changes, non agricultural



the 40 per cent reading in March, indicating a slight change for the better in terms of the economic outlook.

In Britain, all eyes will be on the publication on Tuesday of the Confederation of British Industry's latest quarterly survey of the level of confidence in manufacturing industry.

The UK government, which in the past two weeks has suffered a deluge of bad economic news, will be hoping the latest survey contains a few glimmers of hope that a recovery of sorts will start up on schedule around the middle of this year.

Other important economic figures and events due this week are as follows. Median market forecasts are in brackets and are provided by MMS International, the financial information group.

Today: US, March personal consumer income and spending (up 0.2 per cent and 0.2 per cent) and new home sales (up 0.3 per cent). France, March final consumer price index (up 0.1 per cent).

Tomorrow: US, consumer confidence index for April, March factory goods orders (down 3.2 per cent), agriculture prices for April, 1st quarter employment cost index. Japan, March construction orders and new starts (down 13 per cent). Canada, February level of building permits.

Wednesday: May Day - most continental European markets closed. US, March leading indicators and construction spending (down 0.3 per cent). Japan, April foreign exchange rate.

Thursday: UK, official reserves in March (up \$250m). Germany, regular Bundesbank council meeting. US, M1, M2 and M3 monetary aggregates for week ended April 22 (up 1.5 per cent, 3.3 per cent and 3.2 per cent).

Friday: Japan, Constitution Day, markets closed. US, April manufacturing payrolls (down 50,000) and civilian unemployment rate (7 per cent). Canada, foreign reserves and leading economic indicators.

During the week: Germany, March industrial production and money supply data.

Peter Marsh

## RESULTS DUE

THE SPOTLIGHT has gone off Retrovir, the anti-Aids treatment, as it follows Wellcome, the UK pharmaceuticals group which manufactures it, is concerned.

The company is expected to report broadly flat when it unveils results for the half-year to March on Thursday.

Analysts will be looking for further signs that the chief executive, Mr John Robb, is adopting a more commercial approach to running the company.

Interim pre-tax profits should be no more than about \$25m, on last year's \$164.1m.

The two Scottish clearing banks produce their results on Wednesday. Both are expected to display the impact of the recession in the form of mounting bad debts.

Bank of Scotland's results will be for the year ending last February. Analysts are forecasting a decline of as much as a quarter from the previous year's \$194m before tax. Royal Bank of Scotland will be producing interim results for the six months to March, and these will show a similar fall.

When Everard Bardon, the quarry products group, announces its 1990 results on Tuesday, it will be the last set of figures for the Everard group before the merger with Bardon early this year. Even so, historic comparisons will be difficult.

Thanks to the purchase of a pre-tax profit is expected to have risen to \$44m, compared with \$39m in 1989.

## UK COMPANIES

COMPANY MEETINGS: EOC, The Brewery, Chichester, E.C., 10.30. Hedges, Howard, Temple Place, The Strand, W., 12.30. Semit, 22 Longacre, Covent Garden, W., 10.00. Harrogate, 10.00. Sanderson Murray & Harlow, 10.00. Road, 10.00. BOARD MEETINGS: Addision, 10.00. Everard, 10.00. Futures, 10.00. Greenacre, 10.00. March, 10.00. S. & U., 10.00.

WEDNESDAY MAY 1: Cadbury, 10.00. Royal Bank of Scotland, 10.00. General Accident, 10.00. Harrogate, 10.00. Harborne, 10.00. Birmingham, 10.00. Monksell Square, Wood, 10.00. E.C., 12.00. Lambeth, 12.00.

THURSDAY MAY 2: English & Overseas Properties, 10.00. Colston, 10.00. Halkin Street, S.W., 12.00. York, 12.00. New Fetter Lane, E.C., 12.00. Lambeth, 12.00.

FRIDAY MAY 3: American Trust, 10.00. Edinburgh, 12.00. South, 12.00. Northampton, 12.00. Northampton, 12.00.

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## MANAGEMENT

# The Scottish bank with an English money-box

James Buxton continues the series on UK clearers by assessing the Bank of Scotland, one of Britain's more innovative institutions



Bruce Pattullo (left) and Peter Burt allowing ideas to bubble up in a gradual process

When the Bank of Scotland produces its annual results on Wednesday they will show its first fall in pre-tax profits since the early 1980s. Higher provisions for bad debts means that group profits for the year to February are likely to fall short of last year's record £194m.

Yet despite this, the bank's reputation as one of the most successful clearing banks in Britain is unlikely to be tarnished. Over the past decade, it has devised a strategy which has resulted in its share of the UK banking market roughly doubling (to about five per cent), with half its business coming from south of the border, despite having only a skeleton branch network outside Scotland.

That is backed by a management system which has enabled it to avoid many mistakes, to keep costs low and consistently to innovate. Most of its growth has been organic.

The transformation of what at the end of the 1970s was a competent but hidebound organisation into much to the management's credit, says Burt, who joined the bank from Oxford, in 1979 when he was 41.

When he arrived at The Mound, the bank's headquarters in Edinburgh, no one seemed to be responsible for the direction the bank was taking. "The management assumed that the executive directors were worrying about future strategy and not it to them," he says. "In fact, the directors were busy running their own businesses and assumed that the management was thinking about the future. Despite good intentions there was a void."

Pattullo, a man with a somewhat stern appearance, created a management board consisting of the clearing bank's full-time senior executives and told them that the bank was in five years' time was up to them. The main board of directors was entirely non-executive and its role became that of relating the decisions of the management board, with Pattullo the only person on both.

"The aim was to give the managers responsibility. They would change and were expected to rise to the challenge," he says.

Responsibility then began to cascade down the managerial ranks. According to Peter Burt, 47, who took over as chief general manager in 1988, Pattullo

"took the lid off the pressure cooker and allowed ideas to bubble up in a gradually accelerating process."

The bank's initiatives in the English market are designed to reduce dependence on the sluggish Scottish economy, and to offset and even exploit the fact that it does not have a full branch network in England. "If we'd inherited a network like Royal Bank of Scotland we'd been delighted," says Pattullo. "But it was not to be. Buy or build. Necessity is the mother of invention." The bank still has only about 15 branches in England outside London compared with 400 in Scotland.

The initial big step was the 1983 launch of the first money market cheque account offered by a clearing bank. It was an immediate success in the south-east of England.

That was followed by:

- Initial ventures with more than 30 organisations such as the Halifax Building Society and the Automobile Association, with the bank normally contributing financial products and processing, and the partner offering its customer base.
- HOBS, the bank's Home and Office Banking System, which was the first in the UK whereby a customer can operate his account remotely. The majority of HOBS customers are companies which had a previous connection with Bank of Scotland.
- Creating a card-processing centre at Dunfermline, Fife, which processes the bank's own Visa and Mastercard as well as those issued by institutions such as National Provident

Building Society and, in a joint venture, Halifax Building Society. It now operates 1,500 cards.

- Initiation of TAPS, the bank's transatlantic automated payment service, which links countries' automated payments systems for low cost transmission of very large numbers of small payments. The bank says it was a first and is still unique in dealing with payments to several countries simultaneously.
- Development of a specialised English language mortgage and targeted loans fed to it by intermediaries and operated through the bank's computerised central banking system in Edinburgh. It says it was the first UK bank to create this kind of centre for processing remote transactions.

With its small English branch network the bank has a low cost base. Its cost-income ratio fell three points in 1989/90 to 61 per cent, as it pushed more business through its existing structure. That compared with ratios for London-based clearers of 64 per cent in the case of Barclays and 78 per cent for Midland.

Bank of Scotland did not make some of the mistakes committed by other banks. Its first criterion for new ventures is never to do anything that

might imperil the independence of the bank (reinforced by a 33 per cent stake held by its Edinburgh neighbour, Standard Life), which automatically makes it cautious.

Thus it did not buy into capital markets operations at the time of Big Bang (though it was anyway hardly big enough to have made much impact). It contemplated and rejected buying a chain of estate agents before that became fashionable. It has a low exposure to less developed country debt; it did not buy a US bank, though, in this case, it tried but was outbid.

"We've elected not to pay more than book value for acquisitions," says Archie Gibson, general manager for central banking services. "You'll be familiar with the expression 'short arms and deep pockets'."

Although Bank of Scotland has a joint venture in a new bank in Greece, a joint venture in credit card processing with Quella, the German mail order company, and a stake in Italian credit card processing as well as a venture in New Zealand, the UK is the main focus of attention. It believes it understands UK banking best. Says Burt: "I believe we are still small enough to double our market share in the UK."

Already relatively small, Bank of Scotland believes it benefits from devoted loyalty and short lines of communication. Gavin Masterton, general manager since 1986 for UK banking east (covering the east of Scotland), says: "Cascading authority goes down as far as there's a willingness to accept it." Every branch manager, he says, should feel that he "owns" his branch. William Hamilton junior manager should feel they "own" it, their own operations.

In a phrase which often comes up in conversations in the bank, he says, "the triangle of authority here is flatter than in other banks". The district manager in, say, Fife, is "the man of business there who

doesn't need to refer many decisions to Edinburgh". He says he regards both his regional managers and his colleagues on the management board as his partners.

There is a bank in continually asking "is your journey really necessary?" to cut out redundant work. Staff put up ideas and a formal staff suggestion scheme produces results, such as a more economical way of storing a customer's standing orders, and ditching a rule requiring mortgage arrears to be reported to the district manager.

In February, as the effects of recession in England on the bank's lending book deepened, the bank told its staff that there would have to be significant belt-tightening, but assured them that there would be no compulsory redundancies, though some of the 12,200 jobs would go through natural wastage. "If a person knows he isn't going to be sacked it becomes a lot easier for him to agree with you that his current job may not be necessary and do another one," says Burt.

Pattullo believes, he says, in a "bottom up" approach to management, preferring to wait for ideas to generate down the line and be pushed up to the management board for approval, rather than to dictate from above.

A executive who is over-anxious to stamp his personality on a bank has a high risk of failing," he says. "Such an executive might say, 'I will create an operation in every country in Europe. But if the people down the line don't really want to do it, it won't succeed.'"

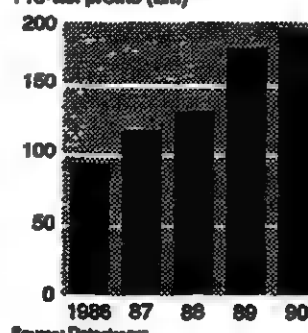
Some people who know the bank well suggest that the wish to keep its distinctiveness as a low-cost institution, its typically Scottish reluctance to pay its goodwill and its dedication to increasing the wealth of its customers, limit its growth.

But the bank's record of expansion and new ventures contradicts that; the need for consensus in the management board, however, restrains individual egos and may avert rash moves. Pattullo says he exercises authority with a light hand, and his consensus has very occasionally gone against him. His senior managers believe his leadership and company of approach are the key to the bank's success, not least in engineering high morale. Burt says: "With high morale you achieve miracles."

The first article in this series, on National Westminster, was published on April 12.

## Bank of Scotland

Pre-tax profits (£m)



Source: Datastream

## Business courses

**Project management: the critical skills and techniques.** May 29-31, London. Fee: £755 + VAT. Further enquiries: Ann Sinclair, Informatics Resource Centre, 2 The Chapel, Royal Victoria Patriotic Building, Fitzhugh Grove, London SW18 3SX. Tel: 081 871 2546.

**Management skills for women.** July 11, London. Fee: £825 + VAT. Further enquiries: Nick Betts, Frost & Sullivan, 4 Grosvenor Gardens, London SW1W 0DH. Tel: 071-730 3438. Fax: 071-730 3343.

**Joint venturing: strategies for partnerships in a global marketplace.** July 8-9, London. Fee: £600 + VAT. Further enquiries: Nick Betts, Frost & Sullivan, 4 Grosvenor Gardens, London SW1W 0DH. Tel: 071-730 3438. Fax: 071-730 3343.

**Financing growth and expansion in the 1990s.** May 21, London. Fee: £245 + VAT. Further enquiries: Conference Organiser, Business Research International, IBC House, Canada Road, Byfleet, Surrey KT14 7JL. Tel: 071-837 1111. Fax: 071-837 1111.

**Effective banking relationships.** June 20, London. Fee: £431.25. Further enquiries: IIR, 28th Floor, Centre Point, 103 Oxford Street, London WC1A 1DD. Tel: 071-412 0141. Fax: 071-412 0145.

**Manpower planning for organisations in developing countries.** July 1 - August 23, Brighton. Fee: £8,400 + VAT. Further enquiries: Meg Institute of Manpower Studies, Mantell Building, University of Sussex, Falmer, Brighton, Sussex BN1 9RF. Tel: (0273) 686751. Fax: (0273) 680430.

**Writing effective proposals.** May 14, London. Fee: £345 + VAT. Further enquiries: Informatics Resource Centre, 2 The Chapel, Royal Victoria Patriotic Building, Fitzhugh Grove, London SW18 3SX. Tel: 081-871 2546. Fax: 081-871 3888.

**Research and development contracting symposium.** May 30, Bedford. Fee: £110 + VAT. Further enquiries: Leslie C. The Short Course Officer, Cranfield Institute of Technology, Cranfield, Bedford MK43 0AL.

## Management abstracts

**Career gridlock: baby boomers hit the wall.** DT Hall & J. Richter in *Academy of Management Executive* (US), May 90 (16 pages).

Points out that 40 million people born between 1946 and 1964 the number of management jobs available is less than the demand and shrinking.

This can lead to problems of career plateauing for those with individual ambition; asserts, however, that there are definite ways of achieving "psychological success"; expands on this idea by profiling the baby boomers' value systems, eg they have a need for autonomy and to question authority in (product-related) English increased the utility of ethnic labour; Grand Union (food retailer) where HR measures brought about better customer service; and Swiss Bank Corporation North America where the marketing people needed training in communications with non-marketing staff.

**Human resources strategy.** J. Schuler & J.W. Walker in *Organizational Dynamics* (US), Summer 90, 15 pages.

Asserts that "just as organisations can adapt to short-term as well as long-term

planning of business strategies, HR planning can be done with a short-term and a long-term focus". Uses decision to use the term "HR strategy" to refer to the short-term thrust.

This is said to necessitate greater emphasis on HR concerns, concentration on key issues, the interpretation of just about every aspect of business in HR terms, and the involvement of all line in HR concerns.

Analyses several cases in which action on the personnel front has shown noteworthy results: the Weyerhaeuser Company's Bayer (hall bearings) plant, where training courses in (product-related) English increased the utility of ethnic labour; Grand Union (food retailer) where HR measures brought about better customer service; and Swiss Bank Corporation North America where the marketing people needed training in communications with non-marketing staff.

These abstracts are condensed from the original articles, published in the *Academy of Management Executive* (US), May 90 (16 pages) and *Organizational Dynamics* (US), Summer 90, 15 pages.

ADVERTISEMENT

ERICSSON

## Strategically important product launch from Ericsson

'A core technology for public networks of the future'

Ericsson, the Swedish-based international telecommunications company, has unveiled a new range of network products that the company believes will rank alongside its AXE digital switch as a major element of public telecom networks in the future. They are part of a new network strategy termed the Ericsson Transport Network Architecture. It is a new, more effective way to manage transmission and transwitching resources in public networks.

Ericsson's AXE digital switch is already one of the world's best-selling systems for public networks, with sales in 80 countries, and installation last year of 5.6 million lines, and 2.1 million trunk lines.

In future, says the company, the new generation of transport products will be another major revenue earner. The reason lies in the increasing importance of transmission and transwitching resources in determining the profitability, flexibility and efficiency of public networks.

If the public network operators fail to deliver high-quality services quickly and cost-effectively, then customers may move to a competitive supplier; or opt to leave their own network. Either way, the customer is lost, perhaps for good.

With Ericsson's new transport network strategy, public network operators will acquire a more competitive edge, says the company.

The Transport Network Architecture strategy is built on three important product ranges:

- Digital Cross Connect System (DXC), for network operators to organise the network with maximum efficiency
- A complete range of high-capacity transmission systems using optical fibres
- A centralised operation and maintenance system (FMAS), for management of all or part of the transport network

### 'A core technology for Ericsson'

The return of Ericsson in public networks will be built on three core system technologies: digital switching, with the new AXE switch; network management, with the recently-launched TMOS system; and transport networks, with this new Ericsson Transport Network Architecture approach, explained Karl Aismar, Ericsson's head of product management.

The Ericsson Transport Network Architecture will give public network operators greater opportunities to reduce operating costs, and to improve both the quality of service and the responsiveness of service delivery, he continued.

"Existing transmission network resources can be used more efficiently, and operating costs can be reduced by simplifying network supervision and control."

"In the past, transmission resources have generally been planned piecemeal. In future, they must be planned and managed on a network level. We are moving into the era of the transport network, embracing both transmission and transwitching resources."

"Public network operators will expect a supplier to be able to offer a turnkey solution to transport network development. That's precisely what this new Ericsson development can provide. The key is the TMOS-based Facility Management System (FMAS)."

"Ericsson has the global experience, the financial resources, and the technological strength and expertise to remain at the forefront of developments in this exciting new sector of the telecoms industry."

## Turnover, profit up again in 1990 - but the future imposes ever greater demands.

Audited results for the 12 months ended 31 December 1990 show Ericsson's turnover up 16% to SEK 45,702 million. Income before taxes increased 31% to SEK 4,855 million.

Europe, including Sweden, accounted for 10% of the company's sales in 1990; the US and Canada, 13%.

Of the company's three core areas of public, radio and business communications, public telecommunications saw 'strikingly higher' net sales, particularly in Spain, Italy, Australia and Mexico.

Radio communications also saw strong growth, largely from the continuing demand for mobile telephone systems,

particularly in the US and western Europe. Business communications continued to be strong, with steady price competition, although sales of the MD110 digital PBX held up well.

On the outlook for 1991, President and Chief Executive Officer Lars Ramqvist pointed to the weakening of the international economy, and the potential impact on telecommunications procurement of political developments in certain regions. "We are increasing our R&D activities and our expenditure on technology, with the full impact expected during the middle of the decade. Altogether,

this may make it difficult this year to surpass the results achieved in 1990."



## CT3 goes live at Hannover Fair.

Ericsson's CT3 digital cordless telephone technology has taken another important step forward, with the official inauguration of the world's first public-access service using the technique.

The Hannover Fair, Europe's largest exhibition centre, is installing an Ericsson DCT-900 system that will provide cordless communications throughout the 23 exhibition halls on the site, and the surrounding area.

Exhibitors and visitors will be able to hire pocket telephones

weighing just 195 grams, and make and receive calls while they move freely about the exhibition complex. At the heart of the system is an Ericsson MD110 digital PBX.

This Hannover Fair system is considered to be the largest cordless telephone system in the world. Ericsson DCT-900 cordless telephone systems have so far been installed or ordered in 12 countries.

## Integrated voice and data for City of Copenhagen

The City of Copenhagen has selected Ericsson's MD110 digital PBX system as the basis of a 9,000-line communication network that will link 15 administrative departments and hospitals. It is scheduled to enter service towards the end of 1991.

Integrated voice and data transmission will enable the hospitals to interchange

patient records. An integrated paging facility will enable medical specialists to be summoned wherever they are within the area served by the network.

Equipped with all-digital trunk (exchange) lines, and 2B+D telephones, the MD110 system will be ready for the coming Danish public ISDN network.

## US cellular to go digital in Los Angeles

Ericsson has been selected by the Los Angeles Cellular Telephone Company to supply new-generation digital cellular technology that will triple the capacity of existing mobile phone systems in Los Angeles.

The equipment to be supplied will use the TDMA (Time Division Multiple Access) system that has been selected by the US communications industry as the preferred standard for the next-generation digital cellular network. It is Ericsson's first order for TDMA equipment in the USA.

A test system will enter service in Los Angeles in July this year, moving on to full commercial service later in the year. Existing analogue cellular systems will be converted to digital channels, increasing

the network capacity by a factor of three or more.

Los Angeles Cellular Telephone Company is jointly owned by American Cellular Communications, a BellSouth Enterprises Company, and LIN Broadcasting Corporation.



## News in brief

**ISDN signalling demo.** At this year's CeBIT exhibition in Hannover, Ericsson staged what it believed to be the first working demonstration of the new Q-SIG specification for Inter-PBX signalling. Q-SIG is the forerunner of a new European ISDN standard due in 1992.

It will enable users to network together PBXs in all their different offices, from Virtual Private Networks using both private and public network resources. The Ericsson MD110 digital PBX can now run both Q-SIG and the widely-used DPNSS signalling.

**New phone systems.** Three new Ericsson telephone systems have been introduced to provide modern business communications for smaller organisations. The BusinessPhone 6 offers the benefits of businesses and self-employed people with up to 6 extensions and 2 exchange lines.

The BusinessPhone 24 and BusinessPhone 40 support 24 or 40 extensions respectively, and 12 exchange lines. The two larger systems are all-digital, and can be configured as a PBX or multi-PBX system by external companies. Features include call displays, hands-free calling, call management handling, and video messaging.

**Designer phone wins design award.** A new 'designer' telephone introduced by Ericsson in December 1990 for domestic use has scooped a prestigious design award in connection with the CeBIT and Industry Fairs at Hannover.

It has been awarded an Honorary Forum Design Hannover seal of quality for 1991.

**Rebuilding phone services in Kuwait.** About 10% of the Kuwait telephone network was originally supplied by Ericsson. At the request of the Emir, Ericsson sent a team to the country immediately after the liberation to assess the extent of the damage to telecommunications.

As part of the emergency reconstruction work, Ericsson GE Middle East Communications is to supply a multimillion dollar land mobile communications system for Kuwait. The equipment is being manufactured at the company's plant in Lynchburg, Virginia.

Telefonaktiebolaget LM Ericsson S-126 25 Stockholm, Sweden

Handwritten signature: 20150







## FINANCIAL TIMES

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Monday April 29 1991

## Protecting Iraqis

EVENTS IN Iraq get steadily harder for the layman, and perhaps even the specialist, to follow. Reports of the... used by President Saddam Hussein's regime to suppress... March uprisings and to punish the communities which took part in them continue to pour out. Yet not only does Mr Saddam himself keep proclaiming his intention to turn over a new leaf and introduce democracy: the leaders of the Kurdish rebellion themselves appear to have reached a face value.

They say they have reached agreement with him "in principle" on Kurdish autonomy, and that they regard democracy in Iraq as the best guarantee of such an agreement. They are even photographed embracing him on both cheeks.

Meanwhile Kurdish refugees on the Turkish border are refusing to leave the mountains even for the camps being established... American, British and French military protection... western allies are extending their protected zone eastwards along the border; and Britain, supported by its European partners, is proposing the creation of a UN police force to give the Kurds greater and longer-term security within their own country.

It is indeed ironic, and at first sight inexplicable, that Kurdish leaders, who a few weeks ago were pleading in vain for western intervention in the Iraqi civil war, should now appear more respectful of Iraqi sovereignty than western powers.

## UK aid and the poor

ONE OF THE hallmarks of the Thatcher decade was a grudging attitude towards development. UK aid spending fell from 0.53 per cent of gross national product in 1978 to just 0.31 per cent 10 years later.

Not surprisingly the Organisation for Economic Co-operation and Development places on this record in its latest review of British aid policy. The relatively... cash... planned for the next few years will be only a slight... in real spending. Aid could even be cut further in proportion to GNP, the OECD.

Third World lobby groups have drawn attention to the report in the hope that Mr John Major will turn out to be more generous than his predecessor and increase the budget accordingly. The hope looks vain and may be simplistic. The return... makes the granting of extra aid unlikely. Anyway, increasing the budget only makes sense if recipients can usefully absorb the extra funds, and if it does involve sacrificing the quality of the aid programme.

Much of the UK aid budget is tied to the procurement of British goods and services. The UK is one of the few donors in the industrial world in this regard. The government... begun to reverse this policy, and... the poorest... are concerned, but the OECD rightly says it should do more.

**Unfortunate blemish**

The UK's predilection for tied aid is a blemish on a programme that is otherwise characterised by an exemplary level of concessionality, concentration on the poorest countries and professional evaluation of projects and programmes. Tying aid diminishes its effectiveness. It limits choice and raises procurement costs. Reducing tying, the argument goes, and the effectiveness of UK aid could be further enhanced. Yet... such as the OECD must accept that it cut in tied aid would make it even harder to drum up support for an increased aid budget.

Pressure for tying remains strong in industry, which often... the aid budget... being primarily designed to

large enough to contain anything like all the refugees.

Second, it is clear the allies do not intend to stay there indefinitely, and the Kurds have to ask what will happen after their departure.

Third, if the Kurds do not soon return to their homes further south there is a real risk that much of their homeland will be repopulated with Arabs and so become lost to them for ever.

## Key question

If Mr Saddam is going to stay in power in Baghdad they need a deal with him, however repugnant that may be. As for the Kurds, they do not imply any... They are simply the Middle Eastern equivalent of a handshake.

But the agreement has still to be negotiated in detail. The key question is how to ensure that what will make it look convincing enough to persuade Kurdish families, who fled in utter and justified panic a month ago, that they can now safely return?

Here is where western and Kurdish strategy may converge again, in the shape of Mr Douglas Hurd's proposed UN police force. The Kurds should latch on to this in their negotiations with Baghdad, and insist that Iraq itself, as part of the deal, request the deployment of such a force merely in the north but throughout the country.

Iraqis need protection from their own government not only in Kurdistan but "in many parts of Iraq", as was recognised by the UN Security Council three weeks ago when it passed Resolution 688 and the Kurds for their part need to demonstrate their solidarity with the rest of the Iraqi population, to rebut the inevitable accusations of betrayal from other opposition spokesmen.

Their instinct is right: "coercion throughout Iraq would be their only long-term security." Mr Saddam now claims to be offering that, but he must know that without external protection Iraqis will never feel free to vote against Ba'ath party candidates. A UN police force is essential if genuinely free elections are to be held and sanctions should not be lifted until free elections have taken place.

benefit British companies rather than the poor peoples of the developing world. Indeed, in the general argument about the level of the aid budget, industry is all too willing to gloss over the fact that much aid is necessary simply to offset trade protection in the First World. The UK boasts a relatively open economy, but it is far from innocent in this respect. If Mr Major were really... about... opment, he should persuade his EC colleagues to abolish import... on... products. The need for aid would certainly diminish... protection is lifted.

**Fallible institutions**

The general rule is that the larger the aid budget, the tighter the strings attached. UK spending is increasingly conditional on the recipient's following... Monetary Fund... World Bank adjustment... but the principle should not be followed slavishly. The... institutions are fallible.

Another feature of British policy is the new fashion for targeting aid towards countries seen as offering "good government". This is generally taken to mean a level of democracy sufficient to make government accountable, minimise corruption and... human rights. This has some merit. After all it is... help well-governed countries. But the policy is too vague and easily overridden for the sake of... foreign policy objectives. Under a good government yardstick... like Kenya and Malawi would not deserve to be large recipients of British aid.

Perhaps the best yardstick is the one which opinion polls suggest... public prefers, namely the degree to which aid actually helps the very poor. This is a standard which implies a need for good government before unleashing it on South African Joe Mankowitz in January 1990. Less than 10 months later Mankowitz sold the wine storage operation to John Ryan, a businessman from Australia. Shortly after that, customers' wines are alleged to have begun disappearing.

How can 6,000 civil servants, mostly based in Washington, best promote development in the Third World? That is the vexing question facing Mr Lewis Preston, the former chairman of J.P. Morgan, the New York bank, who takes over as president of the World Bank this September.

As bankers and finance ministers gathered in Washington this weekend for the spring meetings of the bank and International Monetary Fund, there was no shortage of advice. The US Treasury wants the bank to bypass the governments of developing countries and lend sizeable sums directly to the private sector. The bank is also under pressure to follow the example of Mr Jacques Attali's European Bank for Reconstruction and Development (EBRD) and attach strict political conditions to its loans. Development economists, meanwhile, are urging the bank to respect the rhetoric of last year's World Development Report and focus more on poverty alleviation.

Mr Preston may relax on one count. Few in Washington now doubt that the bank is needed: new imperatives, such as reconstruction in eastern Europe and the Middle East, have merely been superimposed on older, unsolved problems.

But poverty is a near universal problem in much of the world: 1bn people live on less than \$1 a day. More than 110m Third World children lack access even to primary education.

Horrific inequality abounds. In Mexico, life expectancy for the poorest 10 per cent is 20 years less than for the richest 10 per cent.

What kind of bank will Mr Preston inherit from his predecessor, Mr Robert Condon? Most reports are mixed. "It is not an impressive bureaucracy," says Mr John Williamson, a senior fellow at the Institute for International Economics. "The quality of staff is lousy," says Mr Charles Ficker, a senior analyst on the bank's Budget Committee and close observer of the bank. Mr Condon, a former Republican congressman, arrived at the bank in 1986 knowing little about banking or development. Although now well-liked (partly for championing causes such as women's rights in the Third World), many observers say he recovered from a rocky start involving a divisive internal reorganisation of the bank.

Mr Percy Mistry, a scholar at Queen Elizabeth House, Oxford, and former senior adviser at the bank, says it suffered from a "preference for the status quo" during the 1980s. Mr Robert McNamara, a former chief executive in the 1970s, built a presidential institution that responded to firm leadership from the top. But neither Mr Mistry nor his predecessor, Mr A.W. Tom Clausen, a commercial banker, could all his hopes for a decade the bank has effectively been run by two senior and strong-willed vice-presidents: Mr Ernest Stern (who nearly left last year to join the EBRD) and Mr Mosen Qureshi.

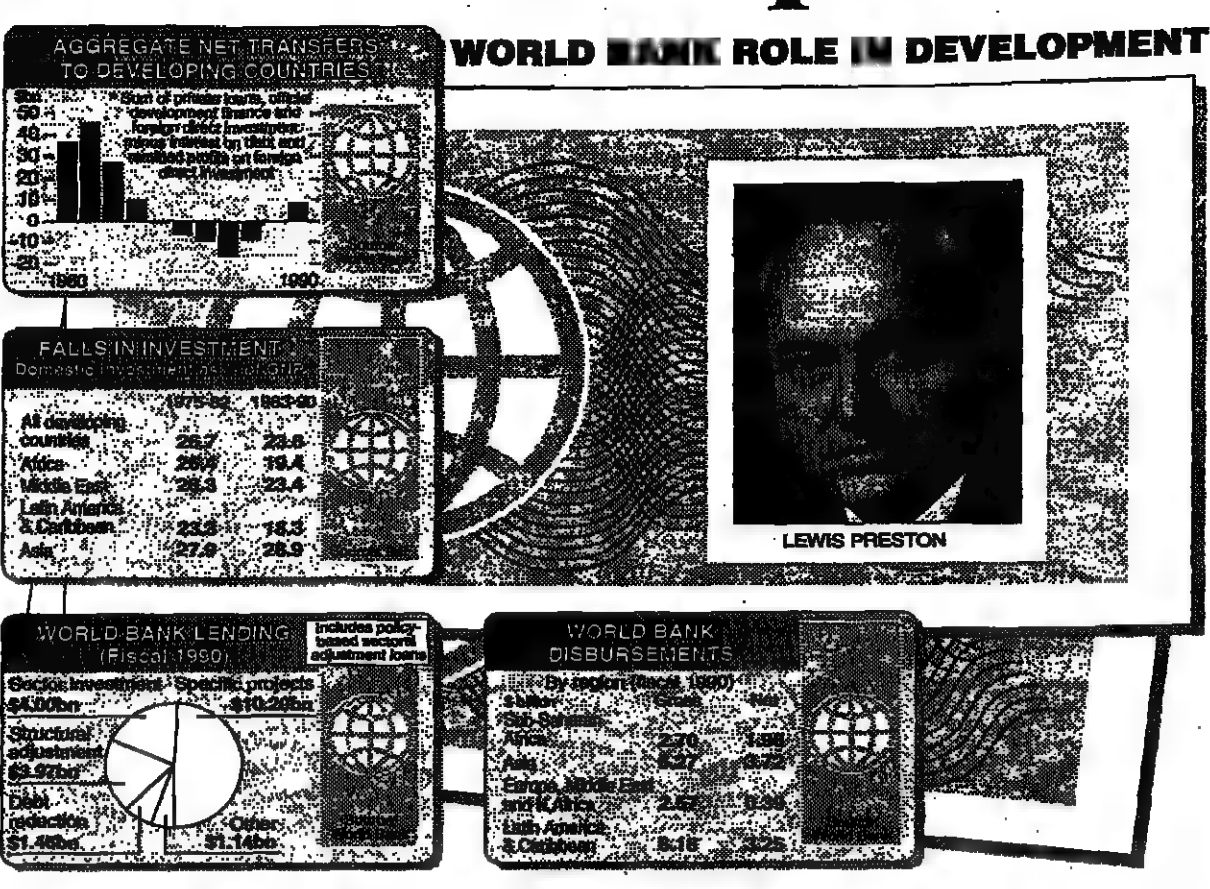
Mr Preston's first challenge, says Mr Mistry, will be to exert control of the bank from Messrs Stern and Qureshi, his second, to pursue a legacy of useful advisers and internal managers with... experience. His third, one might say, will be quickly to establish his independence from the US Treasury which always browbeats a newcomer.

What kind of development... will Mr Preston inherit in spite of recent progress in a few countries, such as Mexico, the past decade has been one of relative failure. Many Third World... have declined substantially in sub-Saharan Africa and the Middle East, and mildly in Latin America.

The biggest drag on growth is the huge debt accumulated in the 1970s and early 1980s. Many optimists see the debt reduction strategy launched

As bankers and finance ministers gather in Washington, the World Bank looks for fresh vigour under a new chief, says Michael Prowse

## Challenge to foster human capital



by Mr Nicholas Brady, the US Treasury Secretary, in 1989, as a "final solution" to the debt crisis. Under the plan official agencies assume some of the burden of developing countries' private debts on condition that they implement market-oriented economic reforms.

"The Brady plan is enough," says Mr Williamson, if developing countries are willing to embrace reform and if it is matched by greater forgiveness of official debt. Officials such as Mr David Mulford of the US Treasury say the recent forgiveness of about half of Poland's official debt will not set a precedent for other debtors. Mr Williamson laughs. "In the long run it will be impossible to isolate Poland," he says. "It is not so much more deserving than other countries."

But why was a Brady-type solution not launched much earlier? For most of the 1980s, the First World doggedly refused to consider debt forgiveness. The result of delay and compound interest is a total debt burden today of some \$1.94tn compared with a relatively manageable \$639tn in 1980. "The bank failed to take a timely leadership position on the debt crisis," concludes Mr Richard Fetherberg, director of the Overseas Development Council in Washington. (The IMF was equally short-sighted.)

As incoming president, Mr Preston must review the bank's strategies for promoting development. The main innovation of the 1980s was a switch from project lending to "structural adjustment" lending. Making finance conditional on structural reforms was supposed to transform the economic

performance of developing countries. But studies indicate the results have been fairly unimpressive. This is both because countries failed to abide by the loan conditions and because the bank's policies were sometimes misguided. Professor John Toye, director of the Institute for Development Studies at Sussex University, recently completed an exhaustive analysis of bank programmes. He concludes (as do internal bank analyses) that policy-based lending has "achieved something, particularly in

## Mr Preston will quickly have to establish his independence from the US Treasury, which browbeats newcomers

relation to the external account, but not nearly as much as the bank and 'debt community' hoped. On average programmes have reduced balance of payments gaps, had a negligible impact on Gross National Product and led to falls in the ratio of investment to GNP.

Mr Fetherberg calls the decline in investment the "great shortcoming of structural adjustment lending in the 1980s". (Investment to GNP ratios have fallen markedly in Africa, the Middle East and Latin America.) He says the bank was naive to expect entrepreneurs to respond to the austerity of adjustment by increasing investment.

How can the bank do better in the 1990s? One problem is that it has lost leverage over many Third World governments. The maturing of bank programmes and the failure to expand lending much in the 1980s have led to a marked shrinkage in the net transfers to developing countries. According to Mr Lawrence Summers, the bank's chief economist, net transfers over the next five years will be about \$2 per person in the developing world compared with \$9 (in current prices) in the late 1970s. For the large number of countries that do not qualify for concessional loans, the net flow will be negative.

Some analysts, including US Treasury officials, believe lacklustre performance in much of the Third World reflects the inefficiency (and sometimes corruption) of governments. The EBRD's constitution requires borrowers to be "committed to and apply the principles of multi-party democracy, pluralism and market economics". It also says 60 per cent of EBRD resources must be devoted to the commercial sector - private businesses and state concerns in the process of privatisation. The World Bank operates under very different rules: its charter requires it to be non-political and only its small affiliate, the International Finance Corporation (IFC), can make direct loans to private companies. Should the bank's charter be amended?

Direct parallels between the bank and the EBRD are dubious. The EBRD is ministering to a region that has historical ties with western Europe and that has declared its commitment

to democracy and free markets. Such values are alien in many developing countries, but that does not imply they should be denied the means for economic development. If strict political conditionality had been imposed in the past, the bank could not have lent to a development star such as South Korea.

Most analysts, however, say the bank should tighten up a little. Mr Flickner of the Senate Budget Committee says the issue is not whether to insist on Westminster-style democracy but whether the form of governance is such that "loans will benefit the majority of the people". Bank officials say greater attention will be paid to issues such as the rule of law and transparency of decision-making.

Should a significant chunk of the bank's loans be made direct to the private sector? Mr Condon, to his credit, is resisting the US Treasury's pressure. He says the bank's main aim is to combat poverty and that it will seek a "balanced relationship between government and the market" in developing countries. In reality, much of the bank's badly-needed investment is in spheres such as infrastructure, health care and education where governments play a dominant role even in industrialised countries.

Indeed, one conclusion of Prof Toye's analysis is that policy-based loans would have a greater chance of success if they included measures to expand the role of the state in poorer countries alongside measures to promote economic liberalisation.

Sir William Ryrle, the head of the IFC, says the objective of a large volume of public lending to the private sector is wrong-headed. "What we are trying to do is facilitate the flow of private-sector funds into sound investments. Advocates of a switch to direct support of the private sector are surely not arguing for public subsidies for Third World entrepreneurs, but if subsidies are ruled out, why should the bank's judgment of market risk be more reliable than that of private lenders in the west?"

There are alternative recipes for fostering Third World development. During the 1980s the bank placed great faith in free market nostrums. It wanted to impose on developing countries policies that had become recently fashionable in the industrialised world. But the notion that economic liberalisation alone is sufficient is increasingly questioned. The bank's own research department is highlighting the need to relieve poverty directly and to improve fundamentals, such as education, nutrition and health care.

"Liberalisation matters," says Mr Williamson at the Institute for International Economics, "but education is more important." He argues that the best way of stimulating growth and improving income distribution is to put resources into education and primary health care. Mr Fetherberg at the Overseas Development Council broadly agrees: the bank has got to find a way of "melding equity and efficiency as it promotes development."

The challenge for Mr Preston is clear: put the ideas of the 1980s behind the bank and develop policies that put greater emphasis on the formation of human capital.

Mr Summers, the bank's economist, says pessimistically that because development money will be in short supply over the next decade, the bank and other donors will have to concentrate on exporting ideas. Ideas are certainly important, but they do not build schools and hospitals. More money could be made available: a mere 10 per cent cut in western defence spending, for example, would pay for a doubling of official aid. Rather than tamely accepting the status quo, Mr Preston could use his platform to promote a more constructive attitude in rich countries.

## Vintage mystery

While the City of London awaits the... trial, an equally curious drink-related... is causing deep concern in the... of the most influential companies in the land.

It is the case of the £1.6m worth of vintage wine... ingly evaporated from Green's, the once posh wine vaults where... City figures have stored their liquid assets.

After months of silence, last... police swooped before... on seven addresses in London and the home counties and arrested two men. They were later released, and although some wine was recovered, the police are not saying whether it is... missing booze or just another false trail.

One of the problems is that it is still not clear how much wine has gone... It could be 4,000 cases, or then again 6,000 cases or more. The records of the 200-year-old firm are in such a mess that no one is sure who owns what. The police will soon be sending questionnaires to Green's 1,000 or so customers to find out how much wine they thought they had stored at the vaults.

Green's never been a keener shop at the Royal Exchange before strained circumstances forced it out of the City, has changed hands several times.

Chris Collins, a well-connected Old Etonian and former amateur jockey, owned it for a brief period, selling it to American Donald Kurtz, who kept it even more briefly before unleashing it on South African Joe Mankowitz in January 1990. Less than 10 months later Mankowitz sold the wine storage operation to John Ryan, a businessman from Australia. Shortly after that, customers' wines are alleged to have begun disappearing.

## OBSERVER

If readers have any clues, Detective Sergeant Simon James at Southwark police station would much appreciate some assistance.

**Rationed**

Meanwhile the absence from the Guinness appeals of Richard Ferguson QC, acclaimed for his handling of ex-Guinness chairman Ernest Green's defence at last year's City trial, has aroused speculation that the two men must have fallen out - or that Saunders was unhappy with Ferguson's advice or trial performance.

The truth is that Saunders had every confidence in Ferguson and wanted him to lead his legal team on the appeal. Moreover Ferguson was ready to do so.

But Saunders is legally-aided and although allowed both a QC and a junior barrister for his trial, was permitted only the junior - the able Anthony Shaw - for the appeal.

**Perpich's lore**

Rudi Perpich, former democratic governor of Minnesota, hopes to extend the horizons of out-of-work US politicians. He wants to be foreign minister of Croatia, the second largest Yugoslav republic.

There has never been a case of a... American governor serving in the cabinet of a foreign government. So Perpich, a Croatian-American, could make history provided the State Department agrees not to revoke his US citizenship. His role would be to introduce Croatia to the world and promote trade and investment. A job he did rather well in Minnesota. However, Perpich is a colourful and sometimes unpopular figure. Nicknamed "Governor Goofy", he once proposed selling the governor's



mansion following criticism of his lavish lifestyle.

When the state refused his demand for a second official portrait, he had one painted privately. Then he posted a huge blow-up of it near the state Capitol, with the message: "They won't let us in the Capitol, so I'll hang here."

**Brush-off**

One consolation for loss of office that Margaret Thatcher might have expected is Germany's Ludwig Erhard prize, awarded yearly for distinction in practising or commenting on economic policy.

She has at least once been considered for the award by the Ludwig Erhard Foundation - which promotes the "social market" tenets of West Germany's legendary economics minister. As a serving premier, though, she was ineligible.

Now the bar of office has gone, but the prize committee has given her the brush-off. It has ruled her out on the ostensible grounds that she's a "capitalist" as opposed to a mixer of market economics

with social-policy pragmatism in the German style.

This year's award is going instead to Bundesbank president Karl Otto Poehl, who is unpopular with Chancellor Helmut Kohl because of his criticism of policy towards eastern Germany. So the award is an important vote of confidence from the country's economics establishment for Poehl's reluctance to sacrifice the D-Mark through rushing into European monetary union.

When he... the prize in Bonn on July 2, a speech in his honour will be made by his friend Fritz Wenzler, ex-president of the Swiss National Bank. Given tensions between the Bundesbank and Kohl, however, it would be surprising if the chancellor turned up to listen.

**Rock back**

While the next UK general election will have novelty of a fresh prime minister going to the country for the first time, one feature of the electoral landscape will remain in place. An old rock has resurfaced to confront John Major in the shape of grand tv inquisitor Sir Robin Day.

After going into the relative obscurity of satellite television on retiring from the BBC, he is to make a political comeback on ITV. And while some people may think he has reached his sell-by date, they are unlikely to include Major who's now headed for the traditional grilling before the cameras.

But then so are Neil Kinnock and Paddy Ashdown, so this Week programme to do its main leadership interviews during the election run-up, whenever it is called.

**Precisely**

Schoolboy's explanation of a rhetorical question: "One with no answer to it - eg 'What has the government been doing all these years?'

Prices for electricity determined by the... (continued from page 15)			
Unit	Price	Unit	Price
100 kWh	10.00	100 kWh	10.00
200 kWh	10.00	200 kWh	10.00
300 kWh	10.00	300 kWh	10.00
400 kWh	10.00	400 kWh	10.00
500 kWh	10.00	500 kWh	10.00
600 kWh	10.00	600 kWh	10.00
700 kWh	10.00	700 kWh	10.00
800 kWh	10.00	800 kWh	10.00
900 kWh	10.00	900 kWh	10.00
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500 kWh	10.00	500 kWh	10.00
600 kWh	10.00	600 kWh	10.00
700 kWh	10.00	700 kWh	10.00
800 kWh	10.00	800 kWh	10.00
900 kWh	10.00	900 kWh	10.00
1000 kWh	10.00	1000 kWh	10.00

1520 2015



It has long been a tenet of European industrial policy that a successful modern economy depends on a healthy electronics sector. Yet the deepening crisis among Europe's electronics producers suggests that their biggest challenge this decade may be to survive at all.

Most European-owned chipmakers made losses last year, as did many computer companies and Philips of the Netherlands, the biggest electronics group. Savage cutbacks across the industry have brought almost 100,000 job losses, while the European Community's annual electronics trade deficit has swelled to almost \$35bn.

Distress signals are multiplying. Mr Alain Gomez, chairman of the French state-owned Thomson group, is openly urging more trade protection. Earlier this month, he and other industry leaders sought more EC support at a "mini-summit" chaired by Mr Jacques Delors, president of the European Commission.

The industry has long argued for special treatment on two grounds. One is that the market for its products is growing fast. The other is that they are used by so many sectors, from cars to financial services, that failure to retain a European presence in electronics could jeopardise industrial competitiveness across a broad front.

Many national governments and the EC have responded sympathetically. In the main, the industry has been helped by subsidies, preferential procurement and trade protection. Yet these remedies have failed to cure deep-seated problems - and may have prolonged them. Not only have misguided policies perpetuated bad habits in the industry, they have often been inconsistent with the larger goal of disseminating advanced technology throughout the economy.

The first error has been to confuse invention with product innovation. Most EC funding has focused on expanding research and development, emphasising collaborative projects intended to boost European companies' technological firepower.

Some EC subsidies have been spread too thin to be effective. More fundamentally, they do not address one of European manufacturers' biggest traditional weaknesses - a belief that laboratory breakthroughs can substitute for efficient manufacturing and aggressive marketing.

That is a costly delusion in an industry ruled by short product cycles and steadily falling prices. Japanese companies have thrived by concentrating their technical resources on product development and production engineering and fine-tuning them to the market.

Europe's industry structure has also been sluggish to rapid technological advance. In the US, the semiconductor industry is regularly challenged by home-grown market entrants. The industry shake-up instituted by Intel's newcomers such as Compaq and Sun Microsystems is as responsible as the recession for the current slump in sales of IBM computer companies, including IBM.

# National champions become laggards

Europe's electronics industry is in crisis and may not last the decade. Guy de Jonquieres and Alan Cane analyse why

In Japan, the most potent agent of change is also intense domestic competition. But there it is chiefly between large vertically-integrated groups, whose thirst for business has often been late into hot new products such as camcorders and scientific workstations.

Europe, by contrast, lacks a fertile start-up culture. A left slow-moving older companies dominating the indigenous electronics industry. Direct competition between them is often timid: most European computer makers still rely heavily on their home markets. European companies have also often been late into hot new products such as camcorders and scientific workstations.

Europe's three main chipmakers - Philips, Siemens of Germany and the Italian-French SGS-Thomson, are being heavily subsidised in their efforts to catch up in chip technology. They are also discussing pooling research. But they account for only about 10 per cent of world production and barely 30 per cent of European sales - and are poorly represented in the high-volume microprocessor and memory markets.

Indeed, the only electronics equipment sector in which Europe has consistently profitable world leaders is telecommunications, where monopoly procurement of network equipment in the high-volume microprocessor and memory markets.

Inadequate home demand is often blamed for industry weaknesses. Though Europe's spending on information technology has been rising, it is still lower per head than in the US and Japan. The market is also divided by differing national standards and fragmented distribution channels, which add to selling costs.

However, volume of demand is probably less important than its quality. As computer power grows rapidly, the sophistication and complexity of the applications to which it is harnessed play a bigger role in expanding the market. Producers are depending more on customers to set the pace and direction of the industry.

But large European information systems are notoriously slow about pioneering leading-edge applications: those which often prefer US suppliers for their superior expertise. Brussels is now considering plans to boost demand by persuading national authorities jointly to fund a futuristic Europe-wide electronic information network.



The project raises several questions. First, whether the large contracts it would generate could legally be reserved for the European-owned suppliers it is intended to benefit. Second, whether it would not simply repeat at the EC level European countries' largely unsuccessful use of public procurement to bolster national champion suppliers. The result has often been to induce dependence on captive markets.

Putting the interests of producers of electronic equipment in a consistent - and often unsatisfactory - theme of European electronics policy. For instance, the EC's faltering support for high-definition television (HDTV) has been largely by European equipment makers anxious to keep Japanese competitors at bay. Only recently has an effort been made to involve broadcasters, whose commitment is vital to HDTV's success.

Perhaps the most serious of all have been EC attempts to use trade protection to strengthen indigenous production. During the 1980s, repeated EC anti-dumping actions led to price rises of as much as 50 per cent on electronics imports from computer printers to video recorders.

Since offending exporters have often agreed, under EC pressure, to raise prices unilaterally, they have reaped windfall profits paid for by European consumers. Yet there is little evidence that threatened European producers have taken advantage of anti-dumping duties to step up investment and raise productivity.

In semiconductors, the EC has followed the US in engineering trade arrangements which require Japanese producers to co-operate in limiting price reductions at times of glut. That is profoundly ironic, since European chipmakers have long warned that if they were unable to compete, Japanese producers would collapse and the prices and quality of components sold to European customers.

Meanwhile, the EC Commission is refusing to bail out troubled companies, and its competition watchdogs are investigating French state aid to Bull. In any case, the French government's largesse is bounded by budgetary constraints, which recently prompted it to relax its opposition to privatisation.

Nor would further trade barriers offer much of a solution. Past EC trade protection has proved a Maginot Line, easily penetrated by overseas companies which have set up plants to compete from inside the EC. Barring a miraculous recovery in their performance, the outlook for many of Europe's embattled electronics manufacturers is likely to be further retrenchment and takeovers. The optimistic prognosis may be that, as they retreat, home-grown competitors will spring up to fill the gap.

What happened in the US. However, the US has also long had a dynamic and demanding home market. The lesson for Europe may be that indigenous suppliers can only be as vigorous as the market they serve.

## Samuel Brittan You don't have to 'compete'



It has long looked likely that economic performance depends not only on "economic" variables such as resources, or incentive and ownership structures, but also on more elusive psychological attributes which have been treated in such a well-known English Culture and the Decline of the Industrial Spirit.

It was therefore with some surprise that I found evidence of national differences in attitudes to work, studies, money and so on, and see how they related to more conventional indicators.

Prof Richard Lynn's study, undertaken with a 46-person international team, entitled *The Culture of the Economy* (Social Affairs Unit, 104 Park Street, London, W1Y 3RJ, £3.95) is therefore welcome - so long as it is examined critically.

Attitudes were ascertained by means of questionnaires put to students. This is obviously far from ideal, but better than nothing. The four countries examined in the study were: the United States, a Protestant-type ethic, a comprehensive achievement orientation, the individual level and to "valuation of land".

The last is a negative factor and is a generalisation of the Wiener theory relating to Britain's poor relative performance in the last century to a national preference for the supposed virtues of the landed gentleman over those of the successful businessman.

Lynn reports that only "competitiveness" is significantly associated with economic growth. By competitiveness Lynn does not mean a low real exchange rate or openness of markets to international trade.

Personal support for propositions such as: "Winning is important in both work and games." Competitiveness is itself associated with other variables such as individuals attaching high value to money and wanting to enter business. But the essence is the triumph of winners over losers. It is different from the economist's notion of the pursuit of wealth or real income (including leisure) which does not in principle require the existence of competition at all.

The headline conclusion is that competitiveness is higher in the five "miracle economies" of East Asia - Korea, Taiwan, Hong Kong, Japan and Singapore - than it is in Europe. There is a consolation for Britain, which will up in the European league, and is higher not merely than Norway or Sweden, but Germany and Switzerland as well.

But if the reader glances at the full table in the study he will find that the world leaders in competitiveness are not the Asian states at all, but Egypt, Jordan and Bangladesh in that order. There is, however, more to be said elsewhere. If developed and developing countries are considered in separate groups, no significant relationship is found between competitiveness and real per capita income. Thus the not very edifying elbowing-out attitudes are less important for countries wishing to stay at a high income level than for countries aspiring towards them.

A similar warning applies to the warning about the ambitions of the able young in advanced countries. The caring professions, such as medicine, teaching and social work. The psychological work of diminishing marginal utility, which is studied more by economists than psychologists, tells us very crudely that the more you have of something the less you value additions to it, relative to something else. Thus, rich countries can afford a shift to less business-oriented values even if it means a sacrifice in the rate of growth.

The value of a market economy has always been the choice of life-style. You do not have to be a thrifty competitor unless you want to. This advantage remains despite the new study.

## LETTERS

### Car tax: the industrial damage and the illogicality

From Mr Bill Morris.

Sir, Your letter on the problems facing the British industry arising from government economic policies (April 24) mentions the negative effect of the special car tax on the industry.

The Transport and General Workers' Union - the largest trade union in the UK car industry - is launching a campaign to persuade the government to scrap this tax, which is jeopardising thousands of motor manufacturing jobs.

The car tax is levied in addition to VAT on all new passenger cars at a rate of 10 per cent of the wholesale price. This adds about 11.5 per cent to the recommended retail price. Together with VAT, the effective rate of tax on new cars is therefore 27.5 per cent in the UK, compared to 22 per cent in France and just 14 per cent in Germany.

Abolition of the tax would help the industry at a time when help is most needed, with the recession hitting demand and hence employment. The revenue lost to the government through the abolition of the tax would, I believe, be largely made up through additional VAT receipts and petrol tax consequent on more new car sales.

Of course, the TGWU's interest is in the first place in protecting the jobs of the thousands of our members in the industry, which the recession is currently putting at risk. We recognise that this can only be done by helping the industry on to a better competitive footing. The simplest single step the government could take in order to do this bit would be to scrap this unjustified and burdensome tax.

Bill Morris, deputy general secretary, Transport and General Workers' Union, Transport House, Smith Square, SW1

partly at risk, the market will make capital requirements, imposed by supervisors, obsolete. Banks will vie with each other to demonstrate how well capitalised and risk averse they have become. On the other hand, if the US revision of deposit insurance leaves 100 per cent cover intact - at whatever level - the US taxpayer had better start saving up for a repeat performance.

D H A Harrison, Woodcote Lodge, West Horsley, Leatherhead, Surrey

From Mr Simon R Foster. Sir, Your leader ("A plea for the motor industry", April 25) makes some good points about the discriminatory special car tax but is illogical with regard to company cars.

You rightly differentiate between park cars and work cars. Would you not agree that the chancellor should also have so differentiated, instead of proposing an increase of 20 per cent across-the-board in all car benefit scale charges? Simon R Foster, Society of Motor Manufacturers and Traders, Forbes House, Balkin Street, SW1

### A misleading link in the debate over capital requirements

From Mr D H A Harrison.

Sir, With the banking industry still dominated by the conviction that "Too Big To Fail" rules, Paul Collins' argument for market-based bank capital requirements (Financial Times, April 24) is particularly valuable. As he says, "Less capital is not better. Nor is more capital." The amount of capital needed is that which convinces risk-exposed investors and depositors to invest and deposit.

It is misleading, however, to bracket the US with the EC in the debate over limiting the extent of government guarantees to depositors. The US, even in the wake of the savings and loans disaster, continues to concentrate on limiting the quantum of the guarantee, while leaving 100 per cent cover intact. The EC's plans are still under discussion but there is every hope that its proposals for a harmonised scheme will restrict cover to below 100 per cent of whatever quantum is selected - as does the UK system. Only thus can the depositor discipline, which Mr Collins seeks, be achieved.

It is surprising also to meet such enthusiasm for formula based capital requirements from an exponent of market discipline. The evidence is that the new, underestimating, "credit risk" based system is risk-generative and any workable market risk add-on is likely to be so simplistic as to achieve the same result. Mr Collins' basic premise needs no such artificial support. If depositors can be convinced that they are at least

the weighting given in the SSAs to the number of tourists visiting an authority. It is incomprehensible why tourists - usually a sign of prosperity - should be seen as a burden on the local taxpayer at all. D Antrobus, 191 Manchester Road, Salford, Manchester M27

From Mr J Pritchard. Sir, I wonder why the government decided to apply bands of taxation according to value of property. The added burden placed upon those living in the south-east is self-evident and any system related to values will by definition be inequitable.

banding by property type - terraced house with two bedrooms, moving up to terraced house with three bedrooms, semi-detached house with three bedrooms and so on.

The implication seems to be that those in the south-east pay more for their homes because they can afford to, whereas in reality I wonder whether expendable income, having been saddled with the high cost of a house, is any higher than that of the north. I doubt whether southerners have the greater expendable income - in which case they are less able to pay the council tax than those occupying similar properties in the north.

Mr J Pritchard, managing director, Commercial Relocation Consultants, PO Box 220, Bancofield, Buckinghamshire

Fax service. LETTERS may be faxed on 071-573 5933. They should be clearly typed and not handwritten. Please set the fax machine for fine resolution.

## Executive education is meaningless without vision.

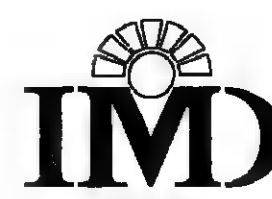
At IMD, executive education is only meaningful if it relates to daily realities of management. The essence is managing change, especially in times of crisis.

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# FINANCIAL TIMES

## COMPANIES & MARKETS

Monday April 29 1991

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### INSIDE

#### Mirror Group float price at 125p

Shares in Robert Maxwell's Mirror Group Newspapers will cost 125p each when the company is floated later next month. The yield, however, will be 10.4% to be finalised. Mixed views in the investment community mean that a higher than expected yield is likely, say flotation advisers. Danny Green reports. Page 20

**AG-Arnev** The financial services group, unveiled a 3 per cent rise in net profit for 1990. The group - formed last year by combining Belgium's largest and the Netherlands' third biggest insurers - has drawn up its balance sheet in European currency (ECU) in what it claims is the first full EC merger in financial services. Page 31

#### Upe and downs of US bonds

Down and up, up and down. By the end of five trading sessions last week, the US bond market had gone precisely nowhere. Such lack of progress is scarcely a surprise as remarks by Mr Alan Greenspan (left), chairman of the Federal Reserve, failed to clear the air over interest rates. The market decided a fortnight ago that no move would be made until next month, and little has happened since to shake this conviction. Page 22

**Noranda sells assets to cut debt** Cutting debt is the priority of Noranda, Canada's biggest resource group. The company is selling \$1.5bn worth of assets to control its \$3.8bn long-term debt. Alcatel Cable has already agreed to buy Noranda's wire and cable subsidiary, with a book value of \$220m. Page 21

**Rights issue fatigue** The sharp drop in the share prices of Alfred McAlpine and Yell all the end of last week indicates that rights issues may finally have caught up with the UK construction sector. Page 20

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## Allied-Lyons chiefs to step down

By Andrew Hurrell in London

THE chairman and chief executive of Allied-Lyons will this week announce their early retirement, only a month after the UK drinks group announced it had lost £150m (£263.5m) on foreign exchange dealings. Sir Derrick Holden-Brown, 58, is to step down as chairman next year, along with his chief executive, Mr Richard Martin, 58, but both are now expected to leave at the group's annual meeting in July. Sir Derrick will be replaced by

Mr Michael Jackson, 55, currently vice-chairman. The main expected to take over from Mr Martin is Mr Anthony Hales, 42, chief executive of Allied-Lyons food division, J. Lyons. A report by the group's auditors, KPMG Peat Marwick McLintock, has the drinks group's losses will be ready shortly. Allied-Lyons is anxious to clear the air by the time its annual results are announced on May 14. The drinks group's treasury department was speculating on

the continuing decline of the dollar, rather than just hedging to protect dollar earnings. The group was both willing to sell dollars short against the dollar in the cash market. It was caught out when the dollar rose sharply from early February onwards. Mr Clifford Hatch, 49, resigned as finance director in March, when the losses were revealed. The group said Mr Hatch, who had been tipped as a future chief executive, felt he had to go because he was head of the department responsible for the losses. However, the Bank of England had expressed concern some months earlier to Allied-Lyons about its aggressive dealing. Such a high-level warning is unlikely to have been directed solely at Mr Hatch, which may explain the early departure of Sir Derrick and Mr Martin. Allied-Lyons shares closed at 280p on Friday. This was down

## Granada holders urge shift at top

By Raymond Snoddy in London

INSTITUTIONAL shareholders in Granada, the television, leisure and computer services group, have warned the company that top level management changes are needed before a planned £100m (£263.5m) rights issue can go ahead.

In particular, the position of Mr Derek Lewis, the company's chief executive, is under threat. He was told yesterday that shareholders and the group's merchant bank, SG Warburg, believe the changes must accompany the rights issue.

Non-executive directors, such as Mr Peter Davis, chairman and chief executive of Reed International, and Mr Alan Clements, former ICI finance director, are understood to want Mr Lewis to go.

Granada is planning the rights issue and £100m disposals - which could amount to as much as £200m - to cut heavy debt. This stood at \$450m at the end of last year, apart from the off-balance sheet commitment to British Sky Broadcasting, the satellite TV venture. On Friday, Reed announced that it would not put any more money into BSkyB, a consortium in which Pearson, publisher of the Financial Times, has a stake. Granada's binge business, which has been doing well despite the recession, is a possible candidate to be sold off.

The problems come at the worst possible time for Granada, which must submit its financial bid on May 15 to retain its north-west commercial television licence.

Apart from recession, Granada has been affected by several doubtful diversifications over the past few years, including moves into electronic retail and travel. The company also invested about £200m in computer services, which have not yet produced significant profits. Granada has also committed more than £130m to BSkyB.

Group pre-tax profits last year fell from £164.1m to £121m and analysts are expecting something closer to £80m this year. From a 1989 peak of 24, shares now stand at 150p.

If there had been time to complete a successful disposal programme, Mr Lewis's chance of survival would have been higher, at least in the medium term.

Mr Lewis was closely identified with Granada's involvement in BSkyB and the move into computer services, although both policies had the backing of the company's board.

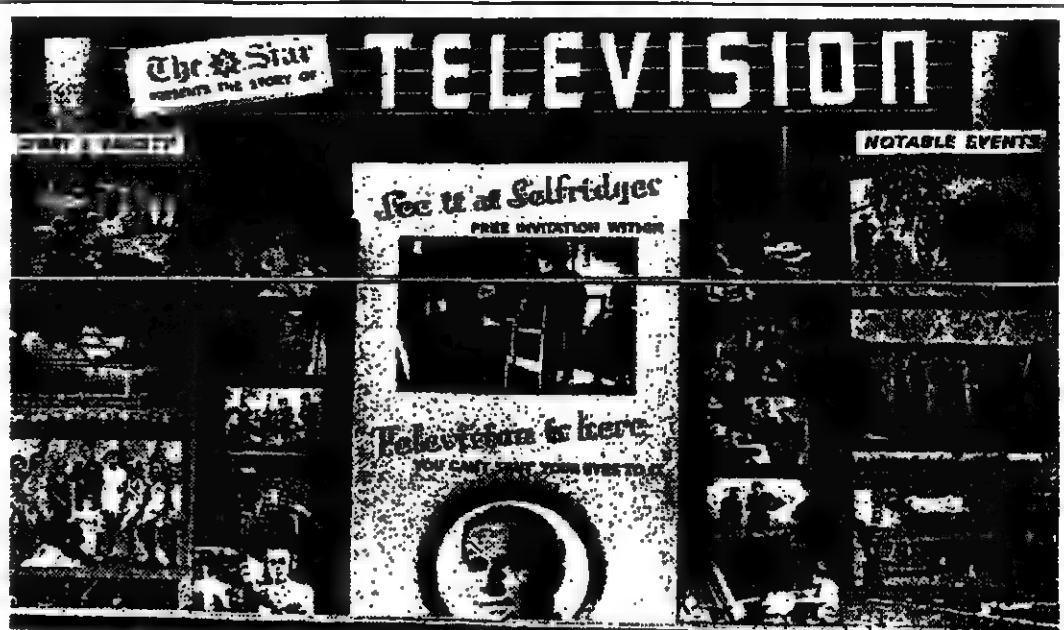
## Race is on to be first with the big picture

Michael Skapinker and Raymond Snoddy look at high definition TV

FOR electronics manufacturers, nothing is more important than the race to develop large television screens with sparkling clear pictures. For the Japanese, high definition television (HDTV) is an opportunity to consolidate their lead in consumer electronics. For the Americans, it is a chance to get back into an industry they have virtually abandoned.

For Thomson Consumer Electronics (TCE) of France and Philips of the Netherlands, Europe's largest consumer electronics companies, wide-screen HDTV is the key to their future viability. The European Commission is reported to be close to agreement with industrialists and broadcasters on a common standard for clearer television pictures. If the accord, making the D2-Mac standard compulsory for all European satellite broadcasters, is endorsed by EC telecommunications ministers on June 3, Thomson and Philips will have won a substantial political victory.

Whether they can translate their gain into commercial success is more doubtful. It is one thing to force satellite broadcasters to adhere to a particular standard. It is another to persuade that it is worth the extra for the clearer pictures. British Satellite Broadcasting, which last year merged with Sky Television to create British Sky Broadcasting, largely failed to persuade the UK public of the virtues of its D-Mac system, the British version of D2-Mac. The D2-Mac standard, Europe's preferred route, could, in any



Time in for the next instalment in the saga of TV - the high definition image

event, soon be surpassed technologically by research in the US. The US Federal Communications Commission has chosen six candidates to compete to a high definition standard. It is likely that they will opt for an entirely digital system. The D2-Mac system is partially analogue. TCE and Philips both desperately need a successful consumer electronics product. TCE's net losses more than quadrupled last year to FF980m (£114.2m).

Philips, although financially troubled, is in a slightly different position. The Dutch group, Europe's largest electronics company, last year declared a record net loss of F1.42bn (£111m). Its consumer electronics division, however, was its only successful performer. Partly boosted by last year's World Cup, which stimulated sales of television sets and video cassette recorders, the division's profits rose 22 per cent to F1.7bn.

development of fully digital television in the US will not affect plans. Such a system, they say, will not be viable until after the turn of the century. The US system would have the advantage, however, of being suitable for broadcast by satellite, cable and ordinary terrestrial transmission.

Mr Dermot Nolan, a consultant for accountants Coopers & Lybrand Deloitte, said in a recent HDTV study that this would mean US manufacturers would have access to the entire broadcasting marketplace - in contrast to both the Europeans and the Japanese, who were concentrating on satellite only. Mac as the preferred standard for satellite television, but with no compulsion for Pal users such as BSkyB, and the development of an improved Pal system for use on terrestrial television.

## Tootal forecasts 40% rise

By Andrew Bolger in London

TOOTAL Group has issued a profits forecast which it says will be 40% higher than last year's.

Tootal is forecasting a 40 per cent increase in pre-tax profits to about £10m in the year to January 31 1992. It also expects earnings per share will be about 8p, an increase of 30 per cent, because of a much lower charge than last year.

Mr John Craven, chairman, said: "Our profit forecast and the specific projects which will benefit profitability are evidence of the transformation which has taken place in Tootal."

The stock market now expects Tootal, which already owns 22.4 per cent of Tootal to increase its original cash offer of 60p per share. Tootal shares closed on Friday 1p up at 77p. Coats shares were 2p higher at 145p.

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## Economics Notebook

POLITICIANS are blessed with short memories. For how else can one explain the insistence of Mr Nicholas Brady, the US Treasury secretary, that Germany should reduce its interest rates?

The days leading up to yesterday's Washington meeting of officials from the Group of Seven leading industrial countries have been a reminder of events around the time of the 1987 annual meeting of the International Monetary Fund and World Bank.

A similar row then between Germany and the US over high German interest rates unsettled financial markets and helped pave the way for the October 1987 stock market crash.

However, last week's exchange rate moves in the US Treasury and the German authorities may not be so threatening as the 1987 row. Mr Brady, even when he says unpalatable things, is a model of US old-money courtesy. And despite last week's point drop in the Dow Jones industrial average, current stock market values are not so exaggeratedly high as at that time.

But the US Treasury's high profile campaign for lower rates has unsettled officials from the other G7 countries who are dismayed at the way in which Mr Brady has broken the group's unwritten rule of verbal discipline.

To understand Mr Brady's action it is necessary to look at the G8 through a political prism.

## G7 winces as Brady revives a bad memory

growth. It is Mr Brady's job to deliver that growth for his president.

The approach of yesterday's G7 meeting has, therefore, seen the US expressing dark fears about global capital needs and high real interest rates, especially in Europe, while ignoring the advice of institutions such as the International Monetary Fund about how best to combat these perils.

Whereas the IMF has urged tough fiscal policies on deficit countries such as the US to rebuild national savings, Washington has called instead for lower interest rates.

The political impossibility of the US getting to grips with its budget deficit or raising taxes to fund national defence explains its use of the interest rate argument.

Its demands have allowed the US administration to demonstrate that it is doing something to help recession-hit businesses and families through pressure on the Federal Reserve and other central banks to ease policy.

But not only is the policy risky in terms of financial markets, it is also unlikely to succeed. Mr Theo Waigel, the German finance minister, will have the recent defeat of the German Christian Democrat Party in the Rhineland Palatinate election firmly in his mind. That defeat was a revolt by an electorate that is having to pay the price of German unification.

Mr Waigel, like Mr Brady, cannot take fiscal action to lower interest rates. Behind him stands the powerful figure of Mr Karl Otto Pöhl, the Bundesbank president, who is not going to compromise the central bank's counter-inflation stance. Mr Pöhl also rejects the US argument that easier money would ease a global savings shortage.

Looking further ahead, Mr Pöhl will not want to compromise his plan for an independent European central bank by demonstrating that the Bundesbank can bend to political pressure.

It remains to be seen whether the differences over interest rates will upset the financial markets. But the controversy has brought to mind the ad hoc nature of the G7 and how difficult it is to co-ordinate policies.

Political considerations of a different kind seem to lie behind Japan's sudden decision to support a new allocation of Special Drawing Rights (SDR). This is the reserve issued and managed by the International Monetary Fund.

An SDR allocation has long been supported by many developing countries and a few industrialised nations, such as France, to provide financial resources to the Third World.

But the more powerful IMF members, including the US, Britain and Germany, have considered such ideas for pumping additional money into the global economy as unnecessary.

They argue that there is a shortage of liquidity in the world. Money is available, although expensive. To allocate SDRs - a basket currency made up of the US

Japanese yen, D-Mark, sterling and French franc - would do nothing to reduce the cost of international funds, as SDRs are allocated unconditionally, an issue could damage efforts to ensure that financial support for Third World countries is linked to economic policy conditions.

So why has Japan stuck its neck out in favour of such a move? One thought is that the proposal could deflect pressure on Japan to take on more of the financial burden of creating a new post-Gulf war world.

According to the IMF World Economic Outlook, Japan will be the only G7 country to run a substantial current account surplus this year.

In view of large demands for capital in eastern Europe, the Middle East and Latin America, Japan could find itself under increasing pressure, from the US among others, to contribute more financial support to the global economy.

The Japanese plan has also put Mr Michel Camdessus, the IMF managing director, in something of a pickle. He has welcomed the move, not least because one of the objectives of the IMF is to promote the SDR.

But Mr Camdessus would like to see any additional resources targeted on needy countries rather than distributed to all IMF members.

There are also fears that an SDR allocation could hinder ratification of last year's agreement to boost IMF resources through a 50 per cent increase in the Fund's quotas or membership subscriptions.

Ever the diplomat, Mr Camdessus has already indicated how he expects to resolve this dilemma. He has called for an in-depth review of the SDR.

This could bring Japan's plans and those of a reserve fund that differs considerably from the present SDR.

Peter Norman



## MGN flotation price set at 125p per share

By Daniel Green

SHARES IN Mr Robert Maxwell's Mirror Group Newspapers will cost 125p each when the company is floated later this month. The yield, however, will be about 2.5%, a level which is well below the small investor.

The flotation price will be set at 125p tomorrow morning and the minimum outlay will be about £250, a level which is well below the small investor.

The yield is likely to be 2.5% and 8.4% per cent for shares in Maxwell Communication Corporation - a company controlled by Mr Maxwell.

Flotation of the mixed media investment company on Mr Maxwell's management style mean they must be a higher yield, in the time of about half a century point, than might otherwise be expected. At the same time they argue that without Mr Maxwell the company would be making less money and

thus command a lower total price.

The prospectus will be distributed to institutions on May 1. It will argue that Mirror Group is both defensive, because two-thirds of its income comes from circulation rather than more volatile advertising, and well-placed to take advantage of the recovery from recession as advertising picks up.

Mr Maxwell and his advisers want the shares to be a significant premium when dealing start on May 21, and the yield will be set to try to ensure this.

Morale in the flotation team has been helped by research conducted on Friday and Saturday among readers of Mirror Group Newspapers by AGB, a market research company owned by MCC. Details of the findings were not made available yesterday.

In addition, the company is in charge of the UK

of the operation, Solomon Brothers, has asked for an increase in its one-third allocation of stock. The proportion it receives is likely to rise to 35 per cent.

About a third of the shares has been earmarked for the UK private investor, with UK institutions getting another third and the remainder going overseas.

Before the official announcement of the flotation price, the merchant banker, and broker Smith New Court intend to put in place the underwriters of the issue.

The prospectus will also be available from some branches of Lloyds Bank and the Bank of Scotland and be advertised on Friday in some UK newspapers.

The sale of 48 per cent of Mirror Group is intended to raise £240-250m. Most of the money will go towards reorganising Mirror Group's debts.

## British Nuclear Fuels improves 17% to £145m

By Deborah Hargreaves

BRITISH Nuclear Fuels (BNFL) has reported a 17% improvement in its 1990-91 profits to £145m, up from £124m in the previous year.

Mr Christopher Harding, chairman, said the publication of the company's results had been delayed by the continuing negotiations with its two main UK customers, Nuclear Electric and Scottish Nuclear, over new fixed price contracts for fuel services.

These discussions had been held up by the government's decision to keep the nuclear

industry out of the electricity privatisation programme.

Mr Harding said BNFL's prospects for expansion were mainly in the export business. He pointed to interest worth some £100m from German utilities in reprocessing fuel in BNFL's thermal reprocessing plant.

He said the company was now looking for new business opportunities in nuclear and central Europe.

"There is a scope for the application of advanced reprocessing technology and decommissioning techniques."

## £31m provisions leave Clayform £39m in loss

By Mithyo Nakamoto

CLAYFORM PROPERTIES, the property developer, has reported a sharp reversal in its fortunes last year as the fall in property prices necessitated heavy exceptional provisions against the group's development portfolio.

A pre-tax profit of £18.08m in 1989 turned into a loss of £39.14m in the year to December 31, 1990. The result of £31.56m in provisions arising from a reappraisal of the group's development portfolio.

The reappraisal resulted in a substantial write-down of the group's developments in Bristol, Cannon and Sheffield.

Turnover was up to £83.90m (£82.42m). The loss per share was 101.0p (earnings 38.7p) and the loss per share was halved to 201p (410p). No final

dividend is recommended (5.5p) bringing the total for the year to 2p (10p).

"This country has been experiencing the most property recession in my experience," commented Mr Bryan Harrison, chairman. Although the market now appears to have hit bottom, "I don't see any early rise," he said.

The group's borrowings, which shot up when Stead & Simpson was acquired for £120m in 1989, have been reduced from a year-end figure of £125m to £85m, chiefly through disposals, which, since January last year and through to the year end, amounted to £20m.

A sharp fall in net assets, from £150.69m to £75.83m, however, means gearing was at 112 per cent.

## Tace to buy out minority in Goring arm

By Jane Fuller

TACE, the environmental control equipment group where a revolt by institutions removed founder chairman Mr Jack Mackenzie, is proposing to buy out the minority holding in its Goring arm subsidiary.

The offer is expected to be roughly six Tace shares for every five held by the owners of the outstanding 48 per cent in Kerr.

This assumes that the relationship between the two share prices is similar to Friday's close of 147p for Tace and 176p for Goring Kerr.

Mr David Wilson, Tace's finance director, said it was intended that the holders of Kerr shares would be no worse off. The proposals would also take account of Kerr's slightly higher dividend yield.

The benefits of bringing the two together included overhead cuts, the fall in tax allowances which would have saved £800,000 last year, the removal of obstacles to fund raising and a better use of group cash.

Mr Wilson said he hoped the reconstruction would not be held up by the "shenanigans" of Norwich Union, which has a 5 per cent stake. He said the UK mutual insurance group was the main backer of Mr Michael Beckett's candidacy for the chairmanship. Mr Beckett resigned on Wednesday from the board, which had preferred Sir David Nicholson.

The board had hoped that the institutions would have been pleased by the departure of Mr Mackenzie, who with his family still has a 23 per cent stake, and the cutting of total costs.

## COMPANIES AND FINANCE

### An insatiable demand for new paper

Maggie Urry and Andrew Taylor on the recent spate of cash calls on shareholders

THE SPATE of rights issues in the UK equity market since the start of March seems to show no sign of abating. So far this year £28m has been raised, but despite the cash calls the FT-SE 100 index has risen by more than 15 per cent.

With the stock market having already reached some equity strategists' forecasts for the end of the year, the continued demand from companies for new equity might be expected to put a damper on share prices.

However, the amount of cash raised through rights issues is not surprising. Although it is already nearing the £40m raised in 1990 and exceeds the £30m total for 1989.

At the start of the year, for example,

UBS Phillips & Drew, the stockbroker, was expecting £26m to be asked for during the year. County NatWest was predicting that issued would total £20m over 1991 and 1992. So £30m in four months is a not an unexpected amount.

On the other hand, Nomura, the securities house, suggests the market had also been looking for some big takeover bids to put some of the cash back into the stock market.

So far nothing sizeable has been seen, and if some big bids do not appear soon the market could become nervous.

Nonetheless, the supply/demand balance does not seem to be a problem. Institutional liquidity, which

was unusually high at the end of last year, has fallen to a more normal level and no lower. Investors are not short of cash to invest in rights issues - or in government sales of gilts and its BT shares - if they think there is a case for putting money into the market at all.

Since companies are making rights issues to take advantage of the high level of the market, should the market fall or the take-up of shares by investors slacken, the number of issues ought to dry up.

Equity strategists do not expect the rights issues to trigger a fall in the market, although there have been famous occasions when one big issue coming on top of a stream of lesser

calls has cracked the market - such as Hanson's £518m rights in June 1988 and National Westminster Bank's £714m call in May 1986. So long as the issues are from companies which investors regard as worthy, and issuers do not get greedy on price, there appears to be demand for new paper.

It is the institutions' propensity to invest rather than the weight of cash calls that could cause problems for the stock market.

If investors began to worry about fundamental concerns such as the economic recovery, interest rates and inflation, sterling and the trade balance, and the looming general election, then they could resist future rights issues.

### A bout of indigestion in the construction sector

THE SHARP drop in the share prices of Alfred McAlpine and JY Lovell at the end of last year has led to rights issues which may finally have caught up with the construction sector.

Lovell's share price tumbled by 18.5 per cent to 145p on Thursday after the group announced a two-for-five cash call to raise £30m. The shares closed at 145p on Friday.

McAlpine, equally, got short shrift from the market on Friday. Its share price fell by almost a tenth to 258p after the group announced a one-for-two rights issue to raise £38.8m.

Both groups are currently trading below their theoretical ex-rights price. The fall in Lovell's share price will have been exacerbated by a warning from the group that it will have to make substantial extra provision against some of its development projects.

Institutional investors, how-

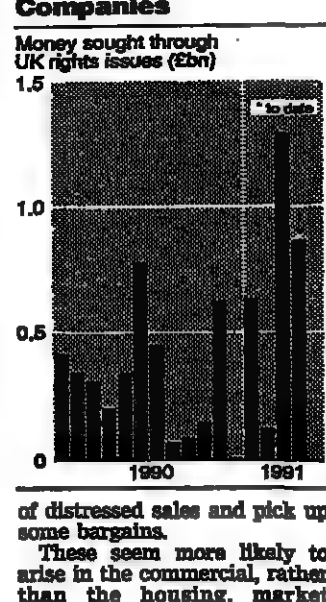
ever, have every right to be suffering from indigestion given the large amounts of paper which construction, building materials and property groups have sought to raise.

Since the beginning of January 16 separate rights issues worth more than £1bn. They account for a third of the £3bn all types of companies have attempted to raise from rights issues this year.

Construction companies, most of them heavily involved in housebuilding and property development, have justified their fund-raising by saying they need the cash to prepare for the next upturn - particularly in the housing market which is expected to lead the sector out of recession.

The weakness in the commercial and residential property markets, they say, will allow them to take advantage

#### Companies



where there has been a surprising shortage of cheap quality land coming onto the market in spite of the recession.

Nonetheless, many builders need to replenish their housing landbanks as they have started to pick up.

Mr Graeme Odgers, McAlpine's chief executive, says: "There may be no outright bargains about but housing land is still cheaper than it was two years ago."

Another reason for a rights issue is to reduce the large debts builders raised when the residential and commercial property markets were at their height. Alfred McAlpine fits into this category with average borrowings of £80m - equivalent to more than 60 per cent of net assets at the end of October last year.

The classic property play at the bottom of the investment cycle, when prices are at their lowest, is to raise debt rather than equity to finance

new purchases - as any home owner with a mortgage knows.

It is arguable that less highly-gearred companies such as Taylor Woodrow, which last week announced a one-for-four rights issue to raise £162.4m, should have increased borrowings rather than turned to their shareholders for finance.

Mr Peter Drew, chairman of Taylor Woodrow, responds that he would rather have equity than raise debt at current rates of interest.

The big share price rises enjoyed by construction companies earlier this year has allowed them to take advantage of the market to hold a rights issue.

The problem of McAlpine and JY Lovell is that they have come at the end of the queue at a time when the market is questioning the construction recovery in house sales will show through in improved profits.

CROSS BORDER M&A DEALS					
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT	
Cepsa (Spain)	Ertol (Spain)	Oil refining	\$200m	France's Elf acquires, raises Cepsa stake	
Suzuki (Japan)	Magyar Suzuki (JV)	Car manufacture	\$74m	Japanese first in Eastern Europe	
BNA (Spain)/Commerzbank (Germany)	Hispano Commerzbank (JV)	Banking	\$9.3m	Gibraltar banking op	
Nippon Sheet Glass (Japan)	Pilkington (UK)	Glass fibre processing	\$7.4m	Pilkington progresses	
Ryan Hotels (Ireland)	Carat (Germany)	Hotels	\$5.5m	Buy in Ireland	
Gardiner Merchant (UK)	Rowland Commercial Catering (Australia)	Contract catering	\$2.6m	Gardiner No 2 in Australia	
Aegon (Holland)	Prescam (Belgium)	Insurance	N/A	Belgian presence	
Siemens (Germany)/GPT (UK)	GPT Communications (UK)	Telecom equipment	\$1.8m	Siemens OTE approval	
CDME (France)	ETIT - Distributors (UK)	Electrical wholesaling	N/A	CDME enters UK	
Eurocom Publications (UK)	PREP Institute (US)	Consulting services	\$0.50m	Eurocom lifts growth	

### Folkes restructures and lifts profits to over £4m

FOLKES GROUP, a property, engineering and building products group, lifted pre-tax profits by 12 per cent from £3.8m to £4.03m in 1990.

The result was achieved on lower turnover of £47.71m against £58.51m.

Mr Constantine Folkes, chairman, said the group had more significantly

DIVIDENDS ANNOUNCED					
Company	Dividend	Rate	Rate	Rate	Rate
Blackley Motors	12	3.75	1	7.5	
Br Assets Trust	12	0.05	2	10	
Clayform Props	12	6.5	2	10	
Clayton Son & Co	8.51	5.3	11.8	11.5	
Dean & Bowes	3.25	3.25	1	0.5	
Doverhouse	12	0.5	1	0.5	
Expediter	0.5	1	1	1	
Fleming Universal	2.2	1	1	2.6	
Guinness Mahon	12	1	1	1.45	
Holt (Joseph)	23	19	31	31	
Investors Cap	1.25	1.2	1	4.55	
London Finance	0.75	1.3	0.75	1.3	
Nat Home Loans	3.75	3.75	1	1	
Port Group	12	3.2	0.5	4.5	
Singley (M&P)	6	6.5	7.1	7.1	
TR Far East Inc	1	1	1	4	
Unborne	1	1	1	1	
Webber (JO)	2	2	2	4	

Dividends in pence per share, net where stated. "Equivalent" allowing for scrip rights acquisition. \$USM interim making 2.5p to 2.5p.

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**NOTICE OF MEETINGS**  
The shareholders are hereby informed that Ordinary and Extraordinary General Meetings will be held at Paris (75008) at Pavillon Gabriel, 5, avenue Gabriel, France, on 22nd May 1991:

- the Ordinary General Meeting at 3pm (local time);
- the Extraordinary General Meeting at 5.30pm (local time).

To consider the following agenda:

- 1 Agenda for the Ordinary General Meeting**
  - Report of the Board of Directors and reports of the Statutory Auditors.
  - Approval of the annual accounts for 1990 - appropriation.
  - Approval of the Agreements under Article 101 of French Company Law (loi sur les Sociétés Commerciales).
  - Reduction of the appointment of a Board Member.
- 2 Agenda for the Extraordinary General Meeting**
  - Report of the Board of Directors and report of the Statutory Auditors.
  - Authorization of the Board of Directors to increase capital by incorporating reserves, profit and premium from issues.
  - Authorization of the Board of Directors to issue, with or without shareholder preemptive rights:
  - shares in cash with or without warrants attached;
  - bonds convertible into shares with or without warrants attached;
  - bonds with warrants attached;
  - separate warrants;
  - bonds redeemable in shares with or without warrants attached;
  - combined securities.
  - Authorization of the Board of Directors without preemptive subscription rights to:
  - Grant stock options;
  - Setting maximum amounts for the authorizations;
  - Authorization of the Board of Directors to grant options to buy outstanding shares;
  - Validation of authorizations in the event of a public offer to purchase and/or exchange shares;
  - Lapsing of authorizations previously granted to the Board of Directors;
  - Granting of powers.

At the Ordinary General Meeting only Shareholders who hold ten or more shares are entitled to vote, although holders of less than ten shares may combine to reach this minimum and appoint a representative to vote on their behalf.

At the Extraordinary General Meeting all Shareholders are entitled to vote.

To be entitled to attend, to be represented or to vote by correspondence at these Meetings:

- holders of registered shares must be recorded in the Company's share register at least five days before the date of the Meetings;
- holders of bearer shares must deposit at CMBACHY WORKS & Co (223, rue Saint-Hippolyte - 75001 PARIS France) at least 5 days before the date of the Meetings a certificate evidencing that the shares have been deposited with an intermediary until the date of the Meetings.

Forms of proxy/postal vote should be lodged with the Company at least five days before the date of the Meetings.

Any person may only represent a shareholder at the Meetings if he is himself entitled to attend the Meetings, or is the spouse or legal representative of the shareholder.

La Conseil d'Administration

**THE FINANCE COMPANY OF SOUTH AUSTRALIA LIMITED**  
US\$100,000,000 Floating Rate Notes 1989-94  
Guaranteed by Beneficial Finance Corporation Limited

Interest payable US\$5.75 per annum  
per US\$100,000 nominal

Fourth interest payment date October 28, 1991

April 28, 1991 Bank of America International L.A. BA ASIA LIMITED  
Luxembourg Hong Kong  
Principal Paying Agent Reference Agent

**Mitsubishi Bank of Australia Limited**  
A\$40,000,000  
Floating Rate Notes due 1992

Notice is hereby given that for the three months interest period from 24 April, 1991 to 24 July, 1991 the notes will carry an interest rate of 10.75% per annum. Interest payable on 24 July, 1991 will amount to 268.91 per A\$10,000 Note.

The Mitsubishi Bank, Limited London Branch Agent Bank

**ECU BANKING**  
Kingdom of Belgium  
Floating Rate Notes due 2000

For the period from April 1, 1991 to July 1, 1991 the Notes will carry an interest rate of 9.75% per annum with an interest rate of 5.585% p.a. Relevant interest payments will be as follows:

Notes of U.S. \$100,000 U.S. \$3,329.08 per coupon.

THE SANWA BANK LIMITED Agent Bank

# Moving our headquarters to our most successful property investment nearly put us in the Tower.

On May 1st, Taylor Woodrow's Group Headquarters will be established at the World Trade Centre, which is part of one of the most ambitious and comprehensive developments we've ever undertaken. A 28 acre riverside site where new offices, shops, restaurants and homes blend sympathetically with carefully restored older buildings. It's already proved our most successful property investment. It's called St. Katharine by the Tower. So you can guess where our head office would have ended up had we extended the development any further. For more information contact: Trevor Jones, Taylor Woodrow Group Headquarters, World Trade Centre, 1 St. Katharine's Way, London, E1 9TW. Tel: 071-488 0555.

**TAYLOR WOODROW**  
AAAA



## COMPANIES AND FINANCE

## Europe finance venture turns in solid first results

By David Gardner in Brussels

AG-AMEV, the financial services group formed last year from the merger of Belgium's largest and the Netherlands' third biggest insurers, unveiled a 4 per cent rise in net profit for 1990.

This was measured against a proforma consolidated income statement prepared for 1990. The two companies finalised their link-up in December, to be retrospective to the beginning of 1990. Groupe AG and N.V. Amey each hold a 50 per cent share in the group.

To celebrate what it claims is the first full European Community merger in financial services, the group has drawn up its balance sheet in European currency units (Ecu).

It earned Ecu388m (\$464m) last year on turnover of Ecu3.3bn, against profits of Ecu373m from Ecu2.8bn in 1989. The advance is slightly better in Ecu than in Belgian francs, in which it would have been only 2 per cent.

Dividends, paid out separately - and in national currencies - were raised from Bfr150 to Bfr165 by AG and from Fl2.65 to Fl3.85 by Amey. The group's co-chairman, Mr

Maurice Lippens from AG, pointed out that, but for the effects of the dollar, profits would have risen by 8 per cent.

Results from the group's US operations - largely AMEV-provided - had, however, shown a high return on turnover, and there had been a significant advance in the Spanish car insurance market.

A black spot was the cost of last year's storm damage in western Europe, which cost the group Ecu20m in Belgium alone.

While consolidating its position in its core business in Belgium and the Netherlands, AG-AMEV wants to reinforce its presence in Spain and the UK, and seek out new niches in the US.

Mr Lippens said that given the group's strong financial position he "could envisage important acquisitions".

AG is closely allied with Belgium's leading bank, Banque de Belgique, as part of its 14 per cent holding in the bank's sale de Belgique, the country's leading holding company. AMEV in 1990 merged with VNI, the largest Dutch savings bank.

## Overseas sales help lift Stefanel to L36.1bn

By Luigi Stancovich in Milan

STEFANEL, the Italian clothing manufacturer, raised its net profit by 21.7 per cent to L36.1bn (\$27.9m), thanks to a 10 per cent jump in sales to L1.44bn from L1.26bn in 1989.

The rise, which follows three years of Italy's annual biggest casual clothing group after its flotation in October 1987, has prompted a 1.10 increase in the dividend to L140 a share.

However, the rises in both net earnings and the dividend below company predictions in November, when it said net profits would reach about L38m for 1990, while the dividend would be L150.

In volume terms, sales last year rose to 12.8m items from 9.3m in 1989, with foreign markets playing an increasingly important role.

Stefanel has been particularly active in increasing its presence in eastern Europe, where it is represented in Hungary, Yugoslavia, Poland and Czechoslovakia.

It has also raised its profile in the Far East. This year, its Hong Kong-based subsidiary expects to have 100 units operating in the region, 60 of them in Japan.

According to Mr Giuseppe Stefanel, chairman and managing director, sales this year should rise to L400m, and net group profits to L44m.

## Noranda in asset sale worth C\$500m

By Robert Gibbons in Montreal

NORANDA, the resource group, is selling assets worth nearly C\$500m to a consolidated long-term fund of C\$4.4bn (US\$3.8bn) under control of the state, says Mr Alfred Powis.

Some sales have been negotiated, including disposal of Noranda's wire and cable subsidiary, with a book value of C\$20m, to Alcatel Cable, he said after the annual meeting in Toronto.

He would not reveal the price being paid by Alcatel, but said it would be above book value.

The total includes about \$100m of natural gas properties; half Noranda's holding in Cognac; a 24 per cent interest in a western oil and gas exploration holding, with some smaller holdings.

## AIR CANADA SEEKS TO CANCEL BOEING ORDERS

AIR CANADA, caught by the international slump in air travel, has asked Boeing to cancel orders and options on a long list of aircraft, writes Robert Gibbons.

The airline, privatised two years ago before the onset of recession and the Gulf war, is asking Boeing to cancel

orders on three 747-400s for first delivery in 1993 and is expected to seek cancellation of orders for six 767-300s and options on another 12.

Air Canada has been losing money for several successive quarters and has to cut back on its fleet renewal and expansion programme.

subsidies and a strike at Noranda's zinc mining operations in New Brunswick.

Royal Trustco, one of Canada's two biggest trust companies, returned to profit in the first quarter with earnings of C\$39m, or 15 cents a share, against C\$72m, or 40 cents, a year earlier.

The decline was due to a slump in the forest products

sector, following write-downs on its European operations and portfolio investments.

Royal Trustco is the main financial services arm of the Toronto-based Branson group. It said 1991 would be difficult, with a high level of non-performing loans, which totalled C\$180m at March 31.

The Federal government has moved to wind up Standard Trustco and sell its trust assets. The Canada Deposit Insurance Corp will then pay out what is owed to more than 100,000 depositors.

A hearing into the winding-up application is due in Ontario Supreme Court.

Federal government seized the trust company's assets on 11 April and closed it.

## Dyno profit is slashed by more than half

By Karen Fosell in Oslo

DYNO INDUSTRIES, the Norwegian chemicals explosives group, saw its quarterly profits, after year-end adjustments, more than halved to Nkr46m (\$6.7m) from Nkr94m in 1989.

Dyno said the main reason for the weak result were lower profits from stock market trading and increased development costs for one of its high-tech technology businesses. The Gulf war and US recession also had an impact on its result, it

Group turnover increased to Nkr1.84bn from Nkr1.64bn, while operating profit fell to Nkr1.64bn from Nkr1.44bn.

The explosives division saw operating profit fall to Nkr1.08m from Nkr1.65m. Dyno warned that the result was a loss, although less than that of last year.

The chemicals division suffered a fall in operating profit to Nkr1.56m from Nkr1.54m, mainly because of acquisitions. The plastics division saw no change in operating profit of Nkr25m, but turnover rose to Nkr1.434m from Nkr1.335m, as a result of acquisitions.

Dyno is an unlisted company in demand and falling prices for raw materials in 1991.

## Mitsukoshi cautious despite 12.3% rise

By Robert Thomson in Tokyo

MITSUBUKI, the Japanese department store operator, yesterday reported a 12.3 per cent increase in pre-tax profit to ¥19.33bn in the year to the end of February. The company said demand for imported paintings and other luxury goods boosted sales.

This year, however, the group expects profit growth to increase only marginally. Total sales rose 10 per cent to ¥866.7bn (\$6.24bn), with an 8 per cent increase in clothing sales, a 1.5 per cent increase in those of household articles and a 12.9 per cent rise in sales of sundry goods.

Japan's department store sales rose sharply early last year, but growth has been slower in recent months. Consumer confidence was affected by the Gulf crisis and by more general concerns about the slowing of Japanese economic growth.

Mitsukoshi expects pre-tax profit this year to rise only to ¥19.4bn on sales of ¥868bn. Japanese department stores fear that consumer spending could slow if interest rates remain high and that purchasing power will be lessened by the relatively low wage increases won at the annual spring bargaining sessions.

The Brazilian government has raised the share of steel group Usiminas held by Japanese group Nippon Yusen Kaisha from 45.5 to 12.8 per cent in preparation for the group's privatisation.

## NRI TOKYO BOND INDEX

	25 APR	1 APR	12 APR	25 APR
Overall	134.00	133.75	134.10	134.25
Government Bonds	134.00	133.75	134.10	134.25
Corporate Bonds	134.00	133.75	134.10	134.25
Foreign Bonds	134.00	133.75	134.10	134.25
Supplement 10-year	134.00	133.75	134.10	134.25

Source: Nomura Research Institute

\* Expressed per 100 yen

Source: Nomura Research Institute

Source: Nomura Research Institute

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## NOTICES OF ANNUAL GENERAL MEETINGS

Notice is hereby given that the Annual General Meeting of Eurotunnel P.L.C. will be held at Central Hall, St. Mary's Gate, London SW1H 9NH on 23 May 1991 at 3.30pm (London time), for the following purposes:

- To receive the Directors' Report and the audited Accounts for the year ended 31 December 1990.
- To elect or re-elect a Director Patrick Malpas, who retires by rotation under the Articles of Association.
- To elect or re-elect a Director Patrick Malpas, who retires by rotation under the Articles of Association.
- To elect or re-elect a Director Patrick Malpas, who retires by rotation under the Articles of Association.
- To reappoint KPMG Peat Marwick McLintock as Auditors.
- To authorise the Directors to fix the Auditors' remuneration.

Notice is hereby given that the Annual General Meeting of Eurotunnel S.A. will be held at Central Hall, St. Mary's Gate, London SW1H 9NH on 23 May 1991 at 3.30pm (London time), for the following purposes:

- To approve the Report of the Directors on the activities and the business development of Eurotunnel S.A. and the Eurotunnel Group during the year ended 31 December 1990 and the Report of the Commissions aux Comptes for the period.
- To approve the annual accounts and the combined accounts for the year ended 31 December 1990.
- To determine the remuneration of the Directors and the Commissions aux Comptes.
- To grant a discharge to the Directors and Commissions aux Comptes.
- To approve the agreements listed in the Special Report of the Commissions aux Comptes drawn up in accordance with articles 101 and 103 of the law of 24 July 1965 on commercial companies.
- To ratify the appointment of two Directors by the Board since the last Annual General Meeting.
- To ratify the change of address of the head office.
- Delegation of powers for the completion of formalities.

## NOTICES OF EXTRAORDINARY GENERAL MEETINGS

Notice is hereby given that an Extraordinary General Meeting of Eurotunnel P.L.C. will be held at Westminster Central Hall, St. Mary's Gate, London SW1H 9NH on 23 May 1991 at 3.30pm, or as soon as possible after the date of the Annual General Meeting of Eurotunnel P.L.C. and Eurotunnel S.A. to be held at the same place and on the same date shall have ended or been adjourned, for the purpose of considering and, if thought fit, passing the following resolutions which will be proposed as the Resolution numbered 1 as an ordinary resolution and as the Resolutions numbered 2 to 8 as special resolutions:

- That, in addition and without prejudice to any other authority conferred upon the Directors to allot relevant securities of the Company, the Directors be and are hereby authorised, generally and unconditionally, pursuant to section 80 of the Companies Act 1985, to allot to such persons, at such times and on such terms as they think proper, relevant securities (within the meaning of that section and so that references to the allotment of relevant securities shall be construed in accordance with the said section) up to an aggregate nominal amount of £14,492,567, provided that this authority shall expire at the conclusion of the next Annual General Meeting of the Company or on 23 August 1992, whichever shall be the earlier, save that the Company may before such expiry make an offer or agreement which would or might require relevant securities to be allotted after such expiry and the Directors may allot relevant securities in pursuance of such offer or agreement as if the authority conferred hereby had not expired.
- That, subject to the passing of the Resolution numbered 1 above and the passing by Eurotunnel S.A. shareholders at the Extraordinary General Meeting of Eurotunnel S.A. to be held at Victoria Plaza, 111 Buckingham Palace Road, London SW1W 0ST on 15 May 1991, or at any adjournment thereof, of the first of the resolutions to be proposed at such meeting in translation of which appears on pages 7 and 8 of the English language version of the circular to shareholders dated 29 April 1991 and in addition and without prejudice to any other power conferred upon the Directors, the Directors be and are hereby empowered pursuant to section 90(1) of the Companies Act 1985 to allot equity securities (within the meaning of section 94 of that Act and so that references to the allotment of equity securities shall be construed in accordance with the said section) of the assets of the Company or of any subsidiary undertaking of the Company, or of any other company which is its holding company or in which the Company or such holding company has any interest whether direct or indirect or which is in any way allied to or associated with the Company, or of any subsidiary undertaking of the Company, or of any other company, or who are or were at any time trustees of any pension fund in which employees of the Company or any such other company or subsidiary undertaking are interested, including (without prejudice to the generality of the foregoing) insurance against any liability incurred by such persons in respect of any act or omission in the actual or purported exercise or discharge of their duties or in the exercise or purported exercise of their powers or otherwise in relation to their duties, powers or offices in relation to the Company or any such other company, subsidiary undertaking or pension fund.
- By the substitution of a semi-colon in place of the full stop at the end of article 109(1)(b) and the insertion of the following new article 109(1)(b):
- That the resolution relating to any proposal concerning any insurance which the Company is empowered to purchase or maintain for or for the benefit of any persons who are or were at any time directors, officers, employees or auditors of the Company, or of any other company which is its holding company or in which the Company or such holding company has any interest whether direct or indirect or which is in any way allied to or associated with the Company, or of any subsidiary undertaking of the Company, or of any other company, or who are or were at any time trustees of any pension fund in which employees of the Company or any such other company or subsidiary undertaking are interested, including (without prejudice to the generality of the foregoing) insurance against any liability incurred by such persons in respect of any act or omission in the actual or purported exercise or discharge of their duties or in the exercise or purported exercise of their powers or otherwise in relation to their duties, powers or offices in relation to the Company or any such other company, subsidiary undertaking or pension fund, shall be subject to the following new article 109(1)(b):
- That the memorandum of association of the Company be amended as follows:
- By the deletion of the existing clause 4(V) and the substitution thereof of the following: "4(V) To purchase and maintain insurance for or for the benefit of any persons who are or were at any time directors, officers, employees or auditors of the Company, or of any other company which is its holding company or in which the Company or such holding company has any interest whether direct or indirect or which is in any way allied to or associated with the Company, or of any subsidiary undertaking of the Company, or of any other company, or who are or were at any time trustees of any pension fund in which employees of the Company or any such other company or subsidiary undertaking are interested, including (without prejudice to the generality of the foregoing) insurance against any liability incurred by such persons in respect of any act or omission in the actual or purported exercise or discharge of their duties or in the exercise or purported exercise of their powers or otherwise in relation to their duties, powers or offices in relation to the Company or any such other company, subsidiary undertaking or pension fund and, to such extent as may be permitted by law, otherwise to indemnify or to exempt any such person against or from any such liability."
- By the substitution of the following for clause 4(d):
- The expression "subsidiary" (except in paragraph (b) below, "holding company" and "subsidiary undertaking" shall have the meanings given to them in the Companies Act 1985 (as amended) or any statutory modification or re-enactment thereof.

EUROTUNNEL S.A. Notice is hereby given that an Extraordinary General Meeting of Eurotunnel S.A. will be held at Westminster Central Hall, St. Mary's Gate, London SW1H 9NH on 23 May 1991 at 3.30pm (London time), for the following purposes:

- To approve the Report of the Directors on the activities and the business development of Eurotunnel S.A. and the Eurotunnel Group during the year ended 31 December 1990 and the Report of the Commissions aux Comptes for the period.
- To approve the annual accounts and the combined accounts for the year ended 31 December 1990.
- To determine the remuneration of the Directors and the Commissions aux Comptes.
- To grant a discharge to the Directors and Commissions aux Comptes.
- To approve the agreements listed in the Special Report of the Commissions aux Comptes drawn up in accordance with articles 101 and 103 of the law of 24 July 1965 on commercial companies.
- To ratify the appointment of two Directors by the Board since the last Annual General Meeting.
- To ratify the change of address of the head office.
- Delegation of powers for the completion of formalities.

Instructions for shareholders and voting for holders of bearer Units. If you intend to attend the meetings in person or to vote by post or proxy, you must immobilise your Units at least 10 days before the meetings, by notifying the bank or other institution through which your Units are held of your intention to attend and/or vote. If you hold certificates in respect of your bearer Units, the certificates themselves must be deposited for immobilisation with one of the banks listed below at least 10 days before the meetings. You must also obtain from the relevant bank a certificate evidencing such immobilisation which, if you are attending the meetings in person or by proxy, you or your representative must bring to the meetings. If you intend to attend the meetings in person, you should request an Admission Card through the bank or other institution through which your Units are held. If requested in sufficient time you should receive your Admission Card before the meetings, in which case please bring it with you. If you do not, you may still attend the meetings provided that your Units have been immobilised and you bring with you suitable evidence of your identity and of the immobilisation of your Units.

If you do not intend to attend the meetings in person, you may exercise your voting rights by using the combined proxy and postal voting form.

The English language versions of the proxy and postal voting forms and other documents, including the full text of the resolutions to be put to the meetings of Eurotunnel S.A., sent to registered Unitholders in connection with the meetings may be obtained from: National Westminster Bank PLC, Registrars' Department, PO Box 59, Cannon House, Redcliffe Way, Bristol BS99 7ZT, England (by post) - The Nomura Securities Company Ltd., 1-1-1, Nishinohara, Chuo-ku, Tokyo, Japan - Bankleite Fondcommissions, Nordlandsveien 11, NO-0607 Oslo, Norway - 10322 Stockholm, Sweden (available for collection).

Copy of Directors' service contracts of each of the directors, save in the case of Eurotunnel S.A., the register of Directors' interests in the capital of the Company will be available for inspection at the respective registered offices (given above) during usual business hours (including Saturdays, Sundays and public holidays) from 10.00 am to 5.00 pm on 22 May 1991 and on 23 May 1991 and on 24 May 1991 and on 25 May 1991 and on 26 May 1991 and on 27 May 1991 and on 28 May 1991 and on 29 May 1991 and on 30 May 1991 and on 31 May 1991 and on 1 June 1991 and on 2 June 1991 and on 3 June 1991 and on 4 June 1991 and on 5 June 1991 and on 6 June 1991 and on 7 June 1991 and on 8 June 1991 and on 9 June 1991 and on 10 June 1991 and on 11 June 1991 and on 12 June 1991 and on 13 June 1991 and on 14 June 1991 and on 15 June 1991 and on 16 June 1991 and on 17 June 1991 and on 18 June 1991 and on 19 June 1991 and on 20 June 1991 and on 21 June 1991 and on 22 June 1991 and on 23 June 1991 and on 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## INTERNATIONAL CAPITAL MARKETS

## UK GILTS

## Bank's auction allays fears of flood

TWO FACTORS have emerged to dominate the gilt market. The pound has become collateral damage in the war between the dollar and the D-Mark, and it appears that public spending is running out of control again when the government is already committed to raising up to £1bn a month through gilts.

All this took place last week against the building suspense about exchange and interest rates at the Group of Seven meeting in Washington; the sudden angry eruptions about the "somewhat home-grown" recession by MIs of all persuasions and right-wing industrialists and company directors; and a highly successful auction - four-and-a-half times subscribed - of £1.2bn of the 10 per cent Conversion stock due in 1996.

These singularly busy conditions set the tone for a week in which, surprisingly, the market rose right across the yield curve until late on Friday.

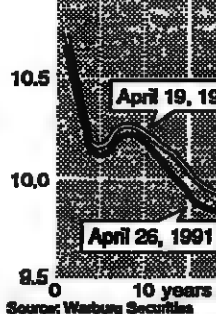
Then - much in the same way as a big Middle East sell order drove down the pound the day before - a large domestic sale took a point off prices of long-dated gilts.

The earlier springiness owed much to the outright success of the Bank of England's auction, which defied doomsters' predictions that an over-abun-

## UK gilts yields

Forecast at par (%)

Source: Westing Securities



Source: Westing Securities

dance of new gilts would flood the market and depress prices.

Instead it proved, to the authorities' relief, that there remained an unsatisfied demand for gilts of up to £2.5bn after the auction. This suggested that the funding programme for the predicted £8bn public sector borrowing requirement (PSBR) in 1991-92 might go more smoothly than officials have dared to hope.

Although the auction eased technical concerns about the funding programme and investors' appetite for gilts, other anxieties started to build.

Stirling's weakness has kept the short end of the market on hold. Although talk of a sterling crisis was overdone last

week, the pound started looking vulnerable to the dollar and even had sand kicked in its face by the D-Mark, the weakening of the foreign exchange.

This has retarded hopes of interest rate cuts. Sterling last week slipped briefly to the bottom of its grid in the European exchange rate mechanism, perhaps causing a few grey hairs at the Bank of England.

The authorities have announced a pause in their efforts to bring down rates to give the pound the space to settle after the cuts from 14 to 12 per cent. This rules out more cuts for now, as sterling is not looking strong enough.

Diminishing prospects of cuts, however, help the longer end. Mr Nigel Richardson, of Warburg Securities, says: "The longer base rates are kept up, the better the long end does, as the recession gets deeper and the prospects for lower underlying inflation improve."

There are also the public spending worries, which are just as bad for sterling and gilts - and never absent for very long from the market.

As soon as Mr Norman Lamont, the chancellor, announced the PSBR forecast for this year, analysts started deriding it as too low. Even before the most recent sham-

gans over the financing of local government, the chancellor's funding arithmetic was reckoned to be on the optimistic side.

Starting bond analysts expect higher spending on unemployment - likely to top £2.5bn this year - and other recession-induced outlays to enlarge the PSBR.

The Treasury last week said the £3.5bn reserve would be drawn down by £540m to finance higher pay for the armed forces, health service employees, employment training schemes and child benefit. But its public spending forecast of £205bn remained intact.

The actual PSBR outcome remains the subject of speculation. But today's research paper by Mr Simon Briscoe, of Greenwell Montagu, says there will be high levels of local authority borrowing for the next three years as the government attempts to minimise individual tax burdens while the authorities raise spending.

Although this could make the PSBR balloon, last week's auction suggests it might not shock the gilt market, which appears to be ready for more stock. The tap stock of 9 per cent due in 2001, priced two points higher than the market, could be snapped up quickly.

Rachel Johnson

## US MONEY AND CREDIT

## Bonds mark time as slide continues

DOWN A little, up a little. Up a little, down a little. Investors' attempts to read the economic runes continued unabated last week but, by the end of the five trading sessions, the US bond market had gone precisely nowhere.

On Friday evening, for example, the benchmark 30-year Treasury bond was yielding 8.21 per cent. That was only slightly different from the 8.24 per cent return offered by the same stock a week earlier.

Such lack of progress is scarcely a surprise. The market decided a fortnight ago that the authorities were unlikely to make any further moves on interest rates until the Federal Reserve's policy-making Open Market Committee met again next month, and little has happened since to shake this conviction.

True, Mr Alan Greenspan, the Fed's chairman, testified before the Senate Banking Committee on Tuesday - but his remarks were opaque at best.

Mr Greenspan's general thrust was that the economic slide was continuing, but at a slower rate, and the central bank needed to move cautiously before trying to further interest rate cuts.

Those comments also coincided with the March statistics on new orders for manufactured durable goods. At first sight, these figures might have been read as a positive signal for the bond market.

The 6.2 per cent decline overall was considerably worse

## US MONEY MARKET RATES (%)

	Last Friday	1 week ago	4 wks ago	12-month ago	12-month low
Fed Funds weekly average	5.50	5.50	5.50	11.00	2.50
Three-month Treasury bill	5.75	5.75	5.75	7.00	5.50
Six-month Treasury bill	5.75	5.75	5.75	6.50	5.50
Three-month prime rate	6.00	6.00	6.00	6.50	5.50
90-day Commercial paper	5.75	5.75	5.75	6.00	5.50
90-day Treasury note	5.75	5.75	5.75	6.00	5.50

## US BOND PRICES AND YIELDS (%)

	Last Friday	Change on week	Yield	1 week ago	4 wks ago
Three-year Treasury	99 1/8	+1/8	7.75	7.75	7.75
Five-year Treasury	100 1/8	+1/8	8.25	8.25	8.25
Seven-year Treasury	101 1/8	+1/8	8.25	8.25	8.25
10-year Treasury	102 1/8	+1/8	8.25	8.25	8.25
30-year Treasury	103 1/8	+1/8	8.21	8.24	8.24

Money supply: in the week ended April 15 M1 rose by 0.2 per cent.

than pundits had feared, and bond prices usually rise on negative - and, therefore, anti-inflationary - economic news.

However, in this case, closer inspection seemed to suggest that a good part of the decline was centred on aircraft and military hardware.

That fact, coupled with Mr Greenspan's caution and prospective Treasury auctions later in the week, limited the market's response. The long bond, for instance, gained less than half a point on Tuesday, with its yield sliding from 8.29 to 8.26 per cent.

Indeed, in terms of hard data, there has been no unequivocal evidence on the economy all week. Aside from the durable goods orders, traders confronted grim news from the car companies on recent sales, and a significant increase in the weekly claims for unemployment insurance.

On Friday, however, the infla-

tion fears returned when the GNP implicit price deflator showed an abnormally large jump for the first quarter of 1991.

This is designed to measure domestically-generated inflation only. In part, the steep quarterly increase was seen as a function of a sharp fall in oil import prices in the first three months of the year, although the extent to which blame could be apportioned here was a matter of debate.

That said, however, the figure still gave rise to unease - or at least provided a reason for traders to lighten their holdings at the end of the trading week.

Their concerns, moreover, were scarcely allayed when Federal Reserve Board governor, Mr David Mullins, suggested that the authorities needed to see more price data before "we declare major victory over inflation and say we've made major progress".

Nikki Tait

## ECU BONDS

## Offshore freedoms bring responsibility

DURING the first quarter of the year the Ecu international bond sector completed its transformation from a niche area into a flourishing offshore government bond market.

However, offshore freedom also brings responsibilities, a point made last week by the European Commission. The Commission is concerned that unregulated supply of Ecu bond issues by governments could lead to a glut of paper on the market.

The Ecu8.75bn of bonds launched in the first two weeks of February had a debilitating effect. Spain's Ecu1bn issue last week was the first substantial deal in the sector in nearly two months.

The Commission itself was the last big borrower to tap the

market, raising Ecu1bn to finance a loan to Ecu1bn. The Commission's concern may partly stem from the fact that its two Ecu500m deals launched on February 26 were poorly received in a market awash with misplaced paper.

However, as any watcher of the gilt market will testify, the threat of oversupply is not a unique problem. Despite its sometimes unruly nature, the Ecu bond market has turned in a creditable performance over the past year.

At the end of 1990, 10-year Ecu bonds offered a yield spread of 180 basis points over comparable German government bonds. By the end of 1990, the yield spread had fallen to 136 basis points and had narrowed to about 70 basis points.

Indeed, the price performance of Ecu bonds has confounded theoretical models which calculate the "correct" price of Ecu bonds from the performance of the underlying national bond markets.

At the start of this year benchmark 10-year Ecu bonds, such as the French government's 10 per cent Ecu-denominated OAT maturing 2001, were yielding 40 basis points less than theories suggested, moving to more than 70 basis points by mid-February.

But since then Ecu bonds have generally underperformed the underlying national bond markets - in part due to the volume of new issues. Future advances may depend on the pace of progress towards European monetary union.

For example, if German proposals for a "hardened" single European currency were accepted, the basket Ecu would no longer be vulnerable to devaluation against the strongest currency in the exchange rate mechanism, the D-Mark.

"As a result, yields on Ecu bonds would collapse to about the level of the lowest running yield in the system, which is currently that on bonds, rather than moving in line with a weighted average of European bond yields," said Mr Gavin Davies and Mr Jeremy Hale of Goldman Sachs in a recent research paper. "In other words, the spread between Ecu bonds and bunds would be entirely eliminated."

Simon London



# ALTANA

ALTANA Industrie-Aktien und Anlagen AG  
Bad Homburg v.d.Höhe, Federal Republic of Germany

## DM 100.000.000,-

### Commercial Paper Programme

Arranger, Dealer, Issuing and Paying Agent

### Dresdner Bank Aktiengesellschaft

April 1991

### Tokyo Pacific Holdings N.V.

Curaçao, Netherlands Antilles

Annual General Meeting of Shareholders

Notice is hereby given that the Annual General Meeting of Shareholders of Tokyo Pacific Holdings N.V. has been called by the Manager, Intitima Management Company N.V. The Meeting will take place at John B. Goringweg 6, Willemstad, Curaçao, Netherlands Antilles on 21st May, 1991 at 10.00 a.m.

The agenda and the Annual Report 1990 may be obtained from the office of the Company at John B. Goringweg 6, Willemstad, Curaçao or from the Paying Agents mentioned hereunder. Shareholders will be admitted to the meeting on presentation of their certificates or of vouchers, which may be obtained on or before 14th May, 1991 from any of the paying agents.

Willemstad, Curaçao, 20th April 1991  
Intitima Management Company N.V.

**Paying Agents**

Pearson, Holding & Pearson N.V.  
Stock Office Services  
1012 NK Amsterdam

Europäische de Banque  
21 Rue Laffitte, Paris 9

Thinkaus & Burkhart  
Königsallee 21-23  
D 4000 Düsseldorf 1

National Westminster Bank PLC  
Stock Office Services  
3rd Floor, 20 Old Broad Street  
London EC2N 1EJ

Sat. Oppenheim Jr. & Cie.  
Unter Sechenhaus 4  
D 5000 Köln

### Tokyo Pacific Holdings (Seaboard) N.V.

Curaçao, Netherlands Antilles

Annual General Meeting of Shareholders

Notice is hereby given that the Annual General Meeting of Shareholders of Tokyo Pacific Holdings (Seaboard) N.V. has been called by the Manager, Intitima Management Company N.V. The Meeting will take place at John B. Goringweg 6, Willemstad, Curaçao, Netherlands Antilles on 21st May, 1991 at 10.00 a.m.

The agenda and the Annual Report 1990 may be obtained from the office of the Company at John B. Goringweg 6, Willemstad, Curaçao or from the Paying Agents mentioned hereunder. Shareholders will be admitted to the meeting on presentation of their certificates or of vouchers, which may be obtained on or before 14th May, 1991 from any of the paying agents.

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D 5000 Köln

FT/IBD INTERNATIONAL BOND SERVICE									
U.S. DOLLAR BONDS									
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6-MONTH TREASURY	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
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3-YEAR TREASURY	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
4-YEAR TREASURY	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
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1-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
2-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
3-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
4-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
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30-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
1-YEAR MUNI	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
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CANADIAN DOLLAR BONDS									
3-MONTH TREASURY	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
6-MONTH TREASURY	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
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EURO DOLLAR BONDS									
3-MONTH TREASURY	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
6-MONTH TREASURY	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
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5-YEAR GOVT	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
7-YEAR GOVT	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
10-YEAR GOVT	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
30-YEAR GOVT	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
1-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
2-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
3-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
4-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	8.21
5-YEAR CORP	5.75	100 1/8	8.25	101 1/8	8.25	102 1/8	8.25	103 1/8	



## INTERNATIONAL CAPITAL MARKETS

## SYNDICATED LOANS

## Banks consolidate position of power

SYNDICATED lenders have found themselves in a position of subservience to one of power in the last 18 months.

There are two main explanations for the banks' current position. One is the Bank for International Settlements' requirements for capital adequacy ratios, and the other is the banks' own desire to survive the recession.

As a result, pricings have increased and, in some cases, banks have been able to negotiate tighter covenants. They are also more likely to be asked to provide more frequent updates.

In the 18 months, the price of corporate debt has doubled in some cases. This is due to the fact that the market is now more competitive, with more banks willing to lend.

The interest margin is also a factor. Banks are now more likely to charge a higher margin, reflecting the increased risk of lending in a recession.

According to one banker involved in the deal, had VME chosen to do such a deal a year ago, the interest cover requested would have been 1.5 times and 1.75 times respectively. The banker says that, in general, interest cover

## EUROMARKET TURNOVER (\$bn)

Primary Market	Secondary Market	Over	Over	Over	Over
US\$	1,261.1	0.0	0.0	0.0	0.0
DM	1,023.1	0.0	0.0	0.0	0.0
Other	1,711.1	0.0	0.0	0.0	0.0

Secondary Market	Over	Over	Over	Over	Over
US\$	20,425.3	814.1	5,762.4	8,241.9	8,241.9
DM	17,041.7	892.3	5,944.4	8,241.9	8,241.9
Other	12,511.3	1,813.1	4,591.7	8,241.9	8,241.9

Week to April 25, 1991. Source: AIBD

requested now is usually in the range of 2.25 times.

Another banker points out that gearing (the debt-to-equity ratio) is also scrutinised more closely. Whereas a year ago, gearing ratios of up to 150 per cent were acceptable, bankers prefer gearing of 100 to 125 per cent today.

Finally, where once the yearly audited accounts were considered adequate, bankers now want to see half-yearly or even quarterly management accounts to check the company's meeting of the financial requirements.

Not surprisingly, companies are to the banks' requests for financial covenants - to which the banks' reply is simply "no covenants, no quality banks" - unless the borrower is prepared to accept a higher pricing.

A handful of syndicated loans came to the market last week. Deutsche Bank is arranging a DM150m five-year multi-currency revolving credit facility for Varde Bank, Denmark's fifth largest commercial bank.

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Week to April 25, 1991. Source: AIBD

Sara Webb

## INTERNATIONAL BONDS

## Japanese equity warrants begin cautious recovery

THE MARKET for Japanese equity warrants - long-dated options - has been in a state of near-collapse since they were first introduced in April 1989.

The recovery of the market is the result of a number of factors. One is the fact that the market has been in a state of near-collapse since they were first introduced in April 1989.

At the end of last year, about 10 per cent of warrants were out of the money - that is, the exercise price of the warrant was higher than the share price, so they were not worth exercising.

Now, according to Robert Fleming, 114 actively-traded dollar warrants are in the money and 232 are out, following the recovery of the Japanese stock market.

Although new issue volume has picked up steadily, demand for paper is not even close to what it was in 1989.

Equity warrants follow underlying stock prices, but their value is also affected by the interest rate and the volatility of the stock market.

ated because they are highly volatile instruments.

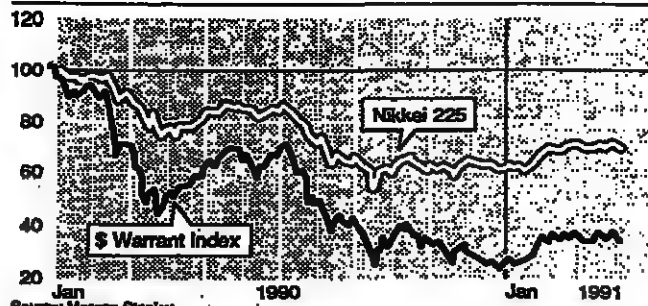
Consequently, they are most useful - and most dangerous - in volatile markets. The current trading of the Japanese market between 1989 and 1990 has put a damper on the secondary market.

In a flat market, it is impossible for investors to make the 100 points bid/offer spread to break even, one analyst pointed out.

Japan's Golden Week holiday this year has further stifled activity. Meanwhile, the pattern of the new issues market is changing. Seven of this month's new issues were denominated in a currency other than dollars, the usual sector for equity warrants.

There are signs that warrants will form an increasingly important portion of the market. D-Mark and Swiss franc issues are up to 11 per cent of the market at the end of 1990, but accounted for more than 15 per cent by the end of the first quarter of 1991.

## Morgan Stanley Japanese equity warrant index



Source: Morgan Stanley

Historically, the D-Mark sector has been the domain of smaller, lesser-known companies. Japanese investors have not bought such paper because these small issues were rather illiquid, but larger companies have started to enter the market, enticed by better swap opportunities and the chance to tap a fresh investor base.

According to Robert Fleming, research, the all-in yen cost of borrowing is now marginally cheaper in D-Marks than in dollars, at 3.5 per cent versus 3.6 per cent for a four-year issue of 4 per cent bonds with warrants. There have also been suggestions that large issuers have stayed away from the dollar sector because of embarrassment that their existing warrants in the sector were substantially out of the money.

The appearance of larger deals, such as a DM400m issue by Daiwa earlier this month,

has encouraged Japanese investors to become more active in the D-Mark sector.

However, they are still not buyers of Swiss franc equity warrants, because that market, dominated by the domestic investor, is still quite illiquid.

Meanwhile, marketmakers in dollar warrants based in London, which provides much of the market's liquidity, are starting to make markets in D-Mark warrants as well.

More importantly, it is expected that D-Mark warrants will soon be traded on the broker-broker market in Japan, which would encourage greater participation by Japanese investors.

DM200m are expected to be traded. The growth of the Euro bond market this year has increased the prospect of Euro-denominated warrants. But the relatively high cost of funds for borrowers remains a barrier. The Euroyen swap market is liquid than the D-Mark/yen market, as well as the dollar/yen market.

Further, the Swiss franc and

D-Mark sectors were supported at the outset by domestic buying, while there is no obvious investor base for Euro warrants.

The lack of a domestic investor base may also slow development of a market in French franc equity warrants. The first such deal, a FF10bn offering for Yamanouchi Pharmaceutical, was launched at the beginning of April, and opened at a three-point premium to its par issue price.

Japanese securities houses are keen to nurture demand for their lucrative equity warrant business. The Y50bn equivalent limit on the size of new issues has been in force for a year and is likely to remain.

However, the market may face a further threat in the form of supply from another source. The Japanese equity market, which has been closed to new issues for a year, may reopen in June or July. The reopening of this market may take some of the money out of the equity warrant market, said one Japanese banker.

Tracy Corrigan

## NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount	Maturity	Av. life	Coupon	Price	Book runner	Yield
<b>EUROBONDS</b>							
Sumitomo Metal Ind.	100	1998	8	4 1/2	100	Europe	8.00
Yokohama Specie Co.	100	1998	8	4 1/2	100	Daiwa	8.00
P.T. Ind. Frayon Utama	80	2000	8	7	100	Nomura Int.	7.00
Unilever Co.	110	1998	8	4	100	JP Morgan	4.00
Credit Local de France	200	1998	8	7 1/2	100	Salomon Bros.	7.25
UKB Baden-Wuert. Fin. NV	200	1994	3	0	100.20	CSFB	7.50
Skopbank (d.d.)	100	1994	3	0	101.275	Merrill Lynch Int.	7.75
Compagnie Bancaire	100	1994	3	0	101.275	Nomura Int.	8.10
WR Grace & Co. (US)	150	1998	4	8	100	Goldman Sachs	8.00
Uny Co. (d.d.)	150	1998	4	8	101.47	Morgan	8.75
Kansai-Osaka-Panick	700	2001	10	10	100		
Chubb Capital	250	1998	7	6	100		
<b>STERLING</b>							
Agri. Cultural Mfg. Corp.	100	1998	4	0	100	UBS Phillips	8.00
Daimler-Benz UK	100	1998	4	11 1/2	100	SG Warburg Secs.	8.00
<b>THE REPUBLIC OF SOUTH AFRICA</b>							
EDP (nvt)	74,053	2001	10	10 1/2	98.70	Nomura Int.	8.00
<b>CANADIAN DOLLARS</b>							
Lynch & Co. Inc.	10	1998	8	10 1/2	101.175	Merrill Lynch Int.	10.85
Esportifm A/B	10	1998	8	10 1/2	101.745	Wood Gundy	9.75
KW International Fin. (nvt)	10	1998	8	10 1/2	98.375	Lynch Int.	9.75
<b>AUSTRALIAN DOLLARS</b>							
State Elec. Comm. Victoria	10	2001	10	10 1/2	101 1/2	Hambros	12.00
<b>FRENCH FRANCS</b>							
Equi. Nationale de Paris	300	1998	7 1/2	7	100	Lazard Freres	8.22
Bank Fin. NV	100	2001	10	10 1/2	101.44	Equi. Nationale de Paris	8.00
Credit National (nvt)	100	1994	3	9 1/2	100.875	CCF	8.04
<b>D-MARKS</b>							
Electric Corp (d.d.)	300	1998	8	4	100	Daiwa Europe	8.00
Electric Corp (d.d.)	300	1998	8	4	100	Deutsche Bank	8.00
Lynch & Co. (nvt)	150	1994	3	9 1/2	101.45	Merrill Lynch Bk. M.	8.00
Japan Ind. Co. (nvt)	125	1998	7	zero	67.88	Yokohama Int. GmbH	4.00
Marun Transport (nvt)	65	1998	4	4	100	Yokohama Int. GmbH	4.00
<b>SWISS</b>							
Finance Wite	100	1998	8	8 1/2	102	Deutsche Bk. (Swiss)	8.00
Japan Systems (d.d.)	70	1998	8	4 1/2	100	Daiwa (Switzerland)	8.00
Tiroler Ferngas (nvt)	40	1998	8	8 1/2	101.4	Volksbank	8.00
Hydro Quebec (nvt)	180	2001	10	10 1/2	101.4	Volksbank	8.00
<b>LIRE</b>							
Fin. Gibraltari	150bn	1998	8	10 1/2	101 1/2	Deutsche Bk. (Swiss)	11.00
<b>YEN</b>							
Industrial Corp	10bn	1998	8	8 1/2	101.1875	Nomura Int.	7.01
Power (nvt)	15bn	2001	10	10 1/2	95	Nomura Int.	7.01
<b>LUXEMBOURG FRANCS</b>							
Kansai-Osaka-Panick	750	1998	7	8 1/2	102 1/2	SGL	8.25
Local Ind. BV (nvt)	800	1998	8	8 1/2	101 1/2	Credit European	8.25
Credit Romagole (nvt)	100	1998	8	8 1/2	101.86	Croquet Int.	8.99
MEPI Int.	500	1998	8	8 1/2	101.86	Credit European	8.99

This announcement appears as a matter of record only.

April, 1991



Nordic Investment Bank

Lit. 150,000,000,000  
12.375 per cent. Notes due 1996

Issue Price 101.70 per cent.

Istituto Bancario San Paolo di Torino

Banca Commerciale Italiana  
Banca Nazionale del Lavoro  
Banco di Roma  
Crédit Lyonnais  
IMI Bank (Lux) S.A.

Salomon Brothers International Limited  
UBS Phillips & Drew Securities Limited

Unibank

Banca d'America e d'Italia  
(Deutsche Bank Group)  
Bank Brussel Lambert N.V.  
Banque Générale du Luxembourg S.A.  
Compagnie Monégasque de Banque  
Credit Suisse First Boston Italia S.p.A.  
Generale Bank  
Kreditbank International Group  
Monte dei Paschi di Siena  
NatWest Capital Markets Limited  
Rasfin

Banca Euromobiliare  
Banco di Napoli  
Caisse des Dépôts et Consignations  
Credito Italiano  
Morgan Stanley International  
Swiss Bank Corporation  
Westdeutsche Landesbank  
Girozentrale

Banco Bilbao Vizcaya, S.A.  
Bankers Trust International Limited  
Cassa di Risparmio delle Province Lombarde  
Crédit Commercial de France  
Den Danske Bank  
Italian International Bank plc  
Samuel Montagu & Co. Limited  
J.P. Morgan Securities Ltd.  
Nomura International  
Swiss Cantobank Securities Limited

This announcement appears as a matter of record only.

March, 1991



A/S Norske Shell

US \$300,000,000  
Facility

Joint Arrangers

Banque Indosuez  
Den norske Bank AS

Barclays Syndications  
Rabobank Nederland

The Bank of New York Capital Markets Limited

Underwriters

Banque Indosuez  
Den norske Bank AS

Barclays Bank PLC  
Rabobank Nederland

The Bank of New York

Senior Lead Managers

Barclays Bank PLC  
Crédit Lyonnais  
Banque Nationale de Paris Norge A/S  
Credit Suisse  
Den norske Bank AS  
The Bank of New York  
The Mitsubishi Bank, Limited

Rabobank Nederland  
Banque Indosuez  
Citibank, N.A.  
Den Danske Bank  
NMB Bank  
The Dai-ichi Kangyo Bank, Limited  
Union Bank of Switzerland

Westdeutsche Landesbank Girozentrale

Lead Managers

Chemical Bank  
Girozentrale Vienna, London Branch  
Société Générale

De Nationale Investeringsbank N.V.  
Republic National Bank of New York, London  
The Daiwa Bank, Limited

The Sumitomo Bank, Limited

Facility Bank

Den norske Bank AS



FORISED  
TRUSTS

[illegible]

	274.83	261.32	261.35	260.16	269.22	274.20	233.76	242.01
Sweden SE 8000200								
SWEDEN								
AB Volvo AB C1257	1061.2	1064.4	1064.6	1066.7	1139.0	1087.0	1061.4	1072.0
FINLAND								
Oslo Bank Ltd. C122300	738.5	739.7	741.1	739.9	741.1	739.9	740.4	742.0
SBC General C1467	615.1	617.5	618.3	620.1	621.1	619.9	620.3	623.0
FRANCE								
Volvo AB C10464	5945.15	5915.82	5904.74	5735.09	5741.15	5764.0	5704.26	5747.0
THAILAND								
Samuel SET C104729	672.51	683.60	675.34	675.19	688.13	679.48	682.46	674.0
UNITED								
U.S. Capital Int. C111770 00	305.07	308.5	309.5	309.1	328.2	317.95	309.1	316.0

\*Saturday April 25: Tokyo Weighted Price: 5794.09, Korea Comp Ex: 625.57.  
 \*\*Official recalculation.  
 \*\*\*Calculated at 15:00 GMT.  
 \*\*\*\*All indices are 100 except: 500.00, 1000 General, 1500 General and DAX - 1,000, ASE Gold - 250.7, Singapore - 254.3 and Australia All Ordinary and Mining - 300, 60 General, 60 Unavailable.

### Active Stocks

April 1991

	Stocks Traded	Closing Prices	Change on day
Mitsubishi Heavy	3.5m	780	+8
Iwata Motors	3.2m	491	-8
Kawasaki Steel	3.6m	455	+1
Kobe Steel	3.4m	542	+9
Aida	3.4m	706	+75

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## CURRENCIES, MONEY AND CAPITAL MARKETS

## MONEY MARKETS

## Holding support

STERLING'S political risk was illustrated last week by its nervous decline as financial markets looked to this week's UK local elections in England and Wales for guidance on the timing of the next general election. Disappointing economic news, including a widening of the March UK current account deficit, also had an impact.

UK clearing bank base lending rate  
12 per cent  
from April 12, 1991

If the trend continues, the market will be obliged to take another look at the assumed time for cuts in UK base rates. Wholesale rates point towards further reductions, but the mood is not quite as confident as it was.

Short sterling futures give a good guide. The price for June delivery touched a high of 89.13 on March 15, indicating that the three-month interbank rate was likely to be below 11 per cent by mid-June.

To calculate the expected

level, subtract 89.13 from 100.00. This gives an answer of 10.87, or about 10 per cent for the three-month offered rate in the cash market at delivery. This is not an exact prediction, because of technical costs involved in running a futures contract, but it indicates roughly what the market thinks it is moving.

The high point was touched a few days before the Budget, on March 19, but a week later the mood of euphoria had changed. June short sterling fell to 88.57 on March 15, suggesting a small rise of about 11 per cent at delivery.

The price of 88.57 is now an important level, with dealers noting that there is then little in the way of further technical support until a low of 88.00 was touched last Wednesday, but support was not broken and by Friday the contract had rallied to 88.62 at the close.

Whether this continues to hold is likely to depend on the result of the local elections, and on sterling's performance in the ERM, nowadays two not unrelated factors.

## IN NEW YORK

Apr 26	Close	Previous Close
3 month	1.0000-1.0000	1.0000-1.0000
6 month	0.9999-0.9999	0.9999-0.9999
12 month	0.9998-0.9998	0.9998-0.9998

Forward premiums and discounts apply to the US dollar

## STERLING INDEX

Apr 26	Close	Previous Close
3 month	89.13	89.13
6 month	89.13	89.13
12 month	89.13	89.13

## CURRENCY RATES

Apr 26	Close	Previous Close
US dollar	1.0000	1.0000
Swiss franc	0.9000	0.9000
Japanese yen	160.00	160.00
Deutsche mark	1.9360	1.9360
French franc	6.5500	6.5500
Italian lira	1.9360	1.9360
Spanish peseta	166.64	166.64
Portuguese escudo	200.48	200.48
Irish punt	0.7876	0.7876
Greek drachma	340.75	340.75
Israeli sheqel	1.8033	1.8033
South African rand	1.4664	1.4664
South Korean won	166.91	166.91
Thai baht	54.80	54.80
Indonesian rupiah	1,576.00	1,576.00
Singapore dollar	1.3678	1.3678
Malaysian ringgit	2.3666	2.3666
Philippine peso	49.66	49.66
Chinese yuan	8.2756	8.2756
Indian rupee	47.83	47.83
Pakistani rupee	147.90	147.90
Thai baht	54.80	54.80
Indonesian rupiah	1,576.00	1,576.00
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## CHICAGO

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## JAPANESE YEN (YEN)

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## THREE-MONTH EURO-DOLLAR (USD)

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Thai baht	54.80	54.80
Indonesian rupiah	1,576.00	1,576.00
Singapore dollar	1.3678	1.3678
Malaysian ringgit	2.3666	2.3666
Philippine peso	49.66	49.66
Chinese yuan	8.2756	8.2756
Indian rupee	47.83	47.83
Pakistani rupee	147.90	147.90

## THREE-MONTH EURO-DOLLAR (USD)

Apr 26	Close	Previous Close
US dollar	1.0000	1.0000
Swiss franc	0.9000	0.9000
Japanese yen	160.00	160.00
Deutsche mark	1.9360	1.9360
French franc	6.5500	6.5500
Italian lira	1.9360	1.9360
Spanish peseta	166.64	166.64
Portuguese escudo	200.48	200.48
Irish punt	0.7876	0.7876
Greek drachma	340.75	340.75
Israeli sheqel	1.8033	1.8033
South African rand	1.4664	1.4664
South Korean won	166.91	166.91
Thai baht	54.80	54.80
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## THREE-MONTH EURO-DOLLAR (USD)

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■ values: Dec 31, ■ = 100; F (US ■ Index), 114.45 (Pound ■ Index), 1		



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not allow for shares which may also rank for  
future date.

France, Ft. French Francs, Ft. Yield based on  
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German bond price.  
as dividend; in as serie issue; as as rights; as as  
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1995-1996	Unilever	28
1996-1997	Unilever	29
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1999-2000	Wellcome	32
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2010-2011	Wellcome	43
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2066-2067	Wellcome	99
2067-2068	Wellcome	100

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## FT SURVEYS



## MONDAY INTERVIEW

## Navigating in turbulent waters

Karl Otto Pöhl, president of the Bundesbank, talks to David Marsh

High in the slab-like Bundesbank headquarters in Frankfurt, an anguished-looking post-impressionist portrait hangs above the desk of Mr Karl Otto Pöhl, the president of Germany's central bank.

The lugubrious painting, by the pre-war artist Karl Höfer, could hardly be in greater contrast to the calm and controlled manner with which Mr Pöhl, the man who enjoys the reputation as Europe's powerful central banker.

Yet, in the turbulent political and economic turbulence which would eventually lead to the painting being a clue to the challenges he will face.

The Bundesbank's statutory independence from government. It has become the model for the European central bank which would eventually be the centrepiece of the European monetary union (Emu). But perhaps the chief complexity facing Mr Pöhl is that his own autonomy - both vis-à-vis politicians in Bonn, and vis-à-vis the Bundesbank itself - is clearly circumscribed.

During the past year, the limits of navigating between the limits of occasionally defeated even Mr Pöhl's tactical skills, honed during two decades operating the levers of Germany's monetary power, past eleven and a half as Bundesbank chief.

He heads the institution responsible for extending the D-Mark to east Germany last year. But the unseasonal Mr Pöhl never regarded German unification as a great priority - and, in far more realistic tones than the government, consistently warned last year of the severe economic and social problems facing the east.

In an interview last week, the Bundesbank chief, bronzed after his Easter skiing holiday in St Moritz, showed every sign of standing up to the strains. Perhaps partly because he has two children under 10, he looks younger than his 61 years. Interestingly enough for a person whose Cassandra-like forecasts over east Germany have been largely vindicated, Mr Pöhl believes that once the difficult transition is over, Germany will quickly extend its position as Europe's most powerful economy.

With characteristic jauntiness, Mr Pöhl displays one piece of evidence for his settled frame of mind. He brings out a photograph of himself and Mr Nicholas Brady guffawing at a joke during the US treasury secretary's visit to the Bundesbank earlier this month. Mr Brady, whom Mr Pöhl knows well from the former banker's

time at Dillon Read, came to Frankfurt partly to complain about Germany's tight money policy. On the back of the photograph, ready for presentation to Mr Brady as a memento, Mr Pöhl has scrawled sardonically: "Serious men, serious times."

Mr Pöhl does not think much of the US administration's arguments, tailored above all to easing the US recession rather than meeting inflationary pressures in the still-booming west German economy. He believes that the D-Mark is somewhat undervalued - and that, especially if other countries in the European Monetary Union continue to cut their interest rates, the German currency will soon move up again.

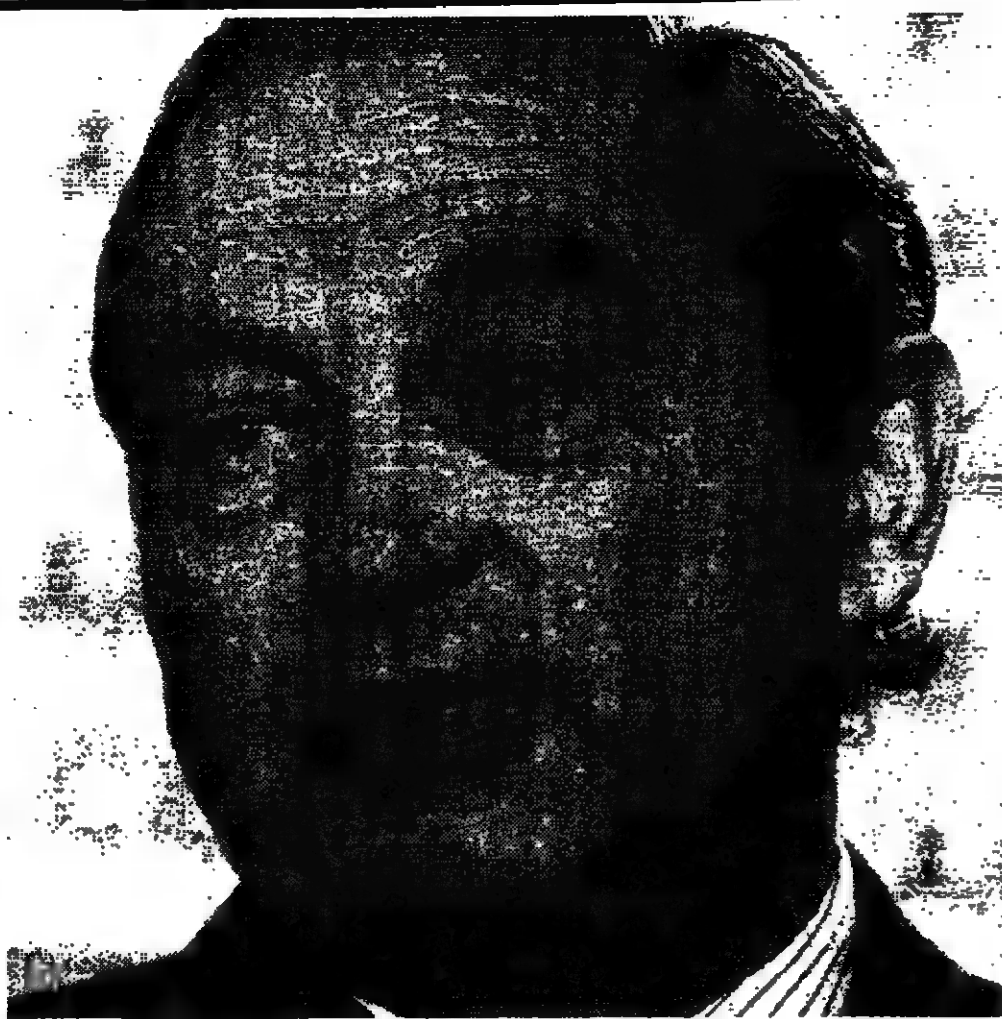
The trend at the moment on the foreign exchange market is going in the wrong direction. The US, which is trying to come out of recession, does not need a dollar appreciation. And Germany, which is still experiencing over-heating demand in some quarters, requires a stronger D-Mark, not a weaker one, he says.

But German central bank chief made clear again at yesterday's gathering of the Group of Seven industrial countries in Washington that there will be no cut in D-Mark interest rates for the moment.

The calls from the US representatives just one of the drums taxing Mr Pöhl. Pressure from European partners, with France in the vanguard, to accelerate the move to Emu has forced the Bundesbank to campaign against a premature dismantling of its monetary powers.

Meanwhile, the continuing slide of the east German economy has badly undermined German fiscal policy, requiring DM140bn in public sector transfers this year, and also been an important factor behind the D-Mark's recent weakness. East German restructuring is "an enormous problem", Mr Pöhl says. But just one of the many drums taxing Mr Pöhl. The government has last decided, somewhat late, to raise taxes to fund transfers in the east. He has no doubt that the east is manageable. "The former East Germany was only a small country - less than 10 per cent of Germany's land area. The problem is that these transfers should have been financed to a greater extent through cuts in public spending in west Germany."

Mr Pöhl's position has been aggravated by a battle with the German federal government (Länder) over streamlining the structure of the Bundesbank. Mr Pöhl wants to push this through in a reorgan-



'Germany requires a stronger D-Mark'

isation. But he is in a minority. The 18-member policy-making council, in which Länder appointees have most votes.

Mr Pöhl's relationship with the rest of the board, a mix of 11 regionally-appointed state central bank presidents and seven Frankfurt-based members, makes for a frustrating study in human psychology. With just

## PERSONAL FILE

1928 Born December 1 in Hanover.

Early 1950s Studied economics at Göttingen University.

1961-67 Economic journalist in Bonn.

1968-72 Board member, German Banking Association.

1972-77 State secretary, finance ministry.

1977-79 Vice-president of Bundesbank.

1980-81 Bundesbank president.

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"a rebellion". Mr Jochimsen has irritated Mr Pöhl by writing to Chancellor Helmut Kohl to oppose his plan to cut the number of state central banks to eight. Mr Jochimsen admits of the increasingly acerbic dispute - which Mr Kohl will now have to mediate - "For the image of the Bundesbank and the central bank council, this is not very helpful." None the less, Mr Jochimsen is a enough of a heavyweight to lecture Mr Pöhl on constitutional niceties: "Assessing the direction of the structure of the federal government and the Länder is not for a top Bundesbank functionary to decide."

Mr Pöhl's own relationship with Mr Kohl, always cool, is a warm Mr Kohl worse last month when the Bundesbank chief termed "a disaster" the consequences of last year's introduction of the D-Mark into east Germany.

Mr Pöhl was not told about the chancellor's sudden decision in February 1990 to propose speedy currency union with east Germany. The Bundesbank's advice to the government at least to consider the need for tax increases last year was "unheard of" - differences which have left their mark.

Two days after his unguarded comments on March 11 in Brussels, which sparked anger in Bonn and depressed the D-Mark on the currency markets, Mr Pöhl sent a letter to Mr Kohl saying he regretted the uproar. Trying to assure the hyper-sensitive chancellor that the Bundesbank was not attacking him, Mr Pöhl stuck to the contention that east Germany was indeed experiencing a "disaster" - but said he should not perhaps have admitted it.

Mr Pöhl says that his stewardship at the Bundesbank has taught him above all that independence can bring unpopularity. However, recent pressure

has, if anything, probably strengthened his public image. "Pöhl is doing the right thing," says Mr Karl Schiller, the 60-year-old former Social Democrat economics minister. Some-what ominously for France, Mr Schiller warns that "the greatest restructuring crisis of all times" in east Germany will inevitably delay the day when the D-Mark is abandoned as part of the establishment of a single European currency.

Mr Pöhl's second eight-year term at the Bundesbank (it expires at the end of 1995), will have come to an end. A Bundesbank president may one day have to transfer control over German money to a European central bank. But his name is highly unlikely to be Karl Otto Pöhl.

With industrial production, employment, retail sales and order books still falling, optimists are pinning their hopes of imminent recovery on three main indicators: the stock market boom that took the Dow briefly past 3,000; signs of recovery in the housing mar-

## The recovery sends its apologies

The reaction of financial markets to the US recession reminds me of the small boy who was given a pile of dung for Christmas. An optimist, he dived into the smelly heap, shouting: "There's gotta be a pony in here!"

But it is not just Wall Street that ought to be reprogramming its errant computers. In the light of depressing recent figures, the White House forecasts a recession in 1991.

Like an exercise in self-deception, in January, the Bush administration, under perhaps the most victory in the Gulf would revive the recession.

The White House said the downturn would be one of the shortest in post-war history. Wheels turn slowly in America, but the men in suits are not about to chart the course of the business cycle finally defined last week. The National Bureau of Economic Research's dating committee identified July as the month when the US downturn began. The recession has thus already been running for nine months: it is shaping up as an average rather than a particularly mild contraction. And contrary to the claims of many commentators, including Mr Alan Greenspan, the Federal Reserve chairman, it was not caused by President Saddam Hussein. His disruption of world oil markets merely accelerated a decline whose ultimate roots lie in the recession of the 1980s.

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Analysts scrutinise unemployment claims closely. They are one of the most sensitive indicators published weekly. In the last week of March and the first week of April, claims fell by 92,000 to 451,000, well below recent highs. This fuelled speculation that April's employment report (to be released this Friday) would be good. Also, the most recent figures show claims rebounding to the 500,000 mark that historically

has signalled sharp recession. It is thus too early to conclude that the labour market is poised for recovery.

The first quarter GNP figures were encouraging in one respect: the rate of decline in consumption spending, two-thirds of economic activity, was slower than in the fourth quarter of last year. On the other hand, export growth, adjusted for inflation, has slowed to a standstill - a reflection of recessionary tendencies in the rest of the world. And US business investment, resilient last year, has begun to fall sharply. The recession is thus changing its character rather than melting away.

Fed policy-makers, after much internal debate, nevertheless continue to resist calls for a monetary policy. Somewhat eccentrically, some regional presidents still harbour doubts about a rate cut. They believe the rate cut in the winter should give more time to work their expansionary magic. A couple of sets of really bad employment figures, however, would probably be enough to shake their resolve.

The July downturn ended an expansion phase lasting 92 months, the second longest since records began in 1954. The Reagan boom's longevity exceeded only by the flow-er-power expansion of the 1960s. That, one hates to remember, was followed by a particularly difficult decade. The main problem then was to control inflation; the challenge today is to reduce borrowing and rebuild savings. Presidents John Kennedy and Lyndon Johnson would have been appalled by the scale of the budget and trade deficits run up by Republican supply-siders of the 1980s.

Don't worry, the business cycle is in its infancy. This recession will bottom out, probably by late summer. But it is difficult to see how the US economy can avoid a prolonged period of sluggish growth, as debt-ridden consumers and companies struggle to regain their fiscal balance. No wonder the US Treasury is pleading for interest rate cuts in more responsible parts of the globe.



MICHAEL PROWSE on America

ket, and a fall in the number of people claiming unemployment insurance.

The stock market has been right more often than wrong. Forecasters, therefore, should respect its collective wisdom. But it is a mirror of prevailing sentiment rather than an independent indicator. It is telling us that investors are more confident, not confirming their grounds for confidence.

The tentative signs of recovery in housing also warrant attention. Construction of new homes, which respond quickly to falling interest rates, are usually the first to show signs of recovery. If you blink you might miss this upturn. Housing starts in March fell back after a sharp gain in February. They are 6 per cent above the January trough but still 31 per cent lower than a year ago - when the market was already weak. Building permits and sales of existing houses have edged forward in recent months. Estate agents in some areas talk excitedly of more custom. But the most honest forecasters can claim is that the foundations for a housing recovery are being laid.

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## Reform in an area of frailty

One in every 10 of the population of this country suffers from mental ill-health during the course of a single year, more than half being severely mentally ill. The mentally-handicapped are a small, identifiable, but much smaller, group of adults which needs special care and attention. Old people - a growing number in an ageing population - deteriorate in their mental capacity and hence ability to manage their personal lives. In their various ways, all three groups display degrees of mental incapacity which increasingly call for public attention in coping with their social handicaps, through legal and extra-legal procedures.

Tomorrow, the Law Commission is publishing probably its most significant consultation paper on Mentally Incapacitated Adults and Decision-making. It is a weighty document that is bound to provoke a lively and inevitably protracted debate. The issues are complex, both legally and socially, and touch on fundamental problems of human beings in society. So much, indeed, that it is a worry that the legislator's pen could potentially inflict a bureaucratic edifice, accompanied by new laws in a way that would depersonalise the human condition.

While there is present a plethora of laws governing the requirements of treatment - much of it dotted around the statute book - there is a paucity of rules which even touch on, let alone affect, other matters involving medical treatment for non-therapeutic purposes, such as sterilisation, and surgery.



JUSTINIAN

The ultimate declared law was starkly pointed out in a which was all the way up to the House of Lords last year ago. It involved the sterilisation of a severely mentally-handicapped 35-year-old woman. The ultimate ruling of the law lords that such a surgical operation - a woman mentally incapable of giving her consent - could lawfully be performed if it was "in the best interests" of the patient was a landmark decision. What constitutes the best interests of a patient was left undefined. Moreover, the judges failed to say to tell those responsible for the care and treatment of their patients about what the process should be in deciding whether the criteria for lawful intrusion of the individual's body was satisfied.

Reformers - and reform is what is needed in this area of human frailty - point to three basic principles that govern any prospective legislation. First, the autonomy of the individual must be paramount. People should be enabled, so far as possible, and encouraged to take decisions for themselves. This principle has its main impact on the

mentally-disordered or disabled people in relation to property and finance as distinct from personal care and treatment. The decision last week of Mr Justice Hoffmann, distributing the £1.6m estate of a 75-year-old mental patient adjudged incapable of making the will, demonstrated the scope of legal powers to administer the property affairs of the mentally-incapacitated. The Court of Protection exists to safeguard the interests of anyone who is found to be incapable of managing his or her affairs. The court has been criticised from time to time for its inaccessibility to all but the well-to-do, and even then is regarded as paternalistic in its procedures. At present, it handles 22,000 cases throughout the country by a small staff based in London.

The extensive social impact in the framing or shaping of legal rules for handling the affairs of the mentally-incapacitated is such that the Law Commission has approached its mammoth task both tentatively and with sensitivity, aware that, as present constituted, it lacks the requisite expertise outside the law. Its embarking upon a study of such a distinct social-legal topic will raise once more the exclusive lawyerly composition of the commission. Its consultation paper is peppered with proposals for multi-disciplinary bodies to make decisions on behalf of mentally-incapacitated adults. A multi-disciplinary approach by a body like the Law Commission, dealing with many, if not most, issues of law in modern society would seem likewise to be needed.

The one area of the law which causes tolerably well

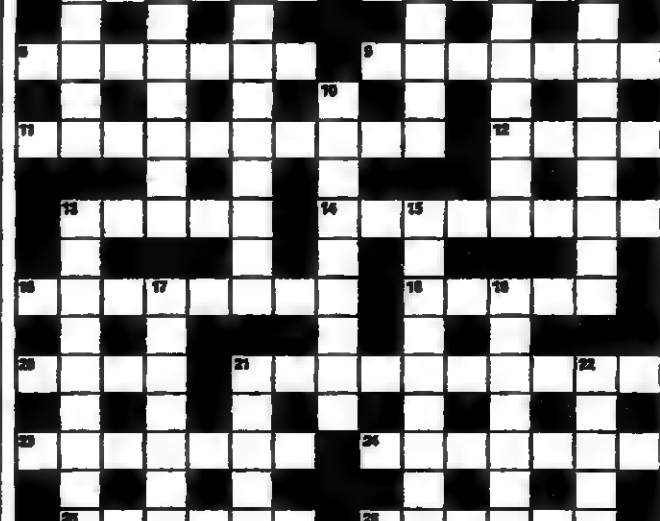
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## CROSSWORD

No.7,530 Set by DANTE



1 Girl holds the right tool (6)  
2 Catch ten out with a quick blow (6)  
3 ... doesn't leave (7)  
4 They are said to get aid from above (7)  
5 Identical, ... (3,4)  
6 ... in charge (4)  
7 Took a chance and got the chop (5)  
8 Unimportant persons make solving of murders difficult (5)  
9 A support in cooking or riding, perhaps (8)  
10 A relative term for one taking the pledge (5)  
11 Foxes on a show with unsuitable cast (4)  
12 Military assistant has crazy idea to abscond (4-2-4)  
13 Unusual seaside shingles for instance (7)  
14 Roosters made out for holidays, perhaps (7)  
15 Mace bearer? (4)  
16 Get up for wild dances (6)  
17 DOWN  
18 A revolutionary invention (5)  
19 ... made for use in many undergrounds (7)  
20 One who tries to steer a boat (5)  
21 Deal with someone with a complaint (5)  
22 He's right to take Monday off (7)  
23 Stand by as a final course (7)  
24 Hostile fire one can and does get involved in (5)  
25 Management course (5)  
26 Suffering from fewer restrictions, as far as one can see? (5)  
27 Locked up as a final course (7)  
28 Ride ... on a whirlwind (7)  
29 Possibly lies under a part of the church (5)  
30 Won a hand and won the game (5)

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday May 11.

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DIVIDEND NOTICE

By resolution of the Annual General Meeting held on April 23, 1991, a dividend of ECU 0.13 per share class "A" and per share class "B" is declared payable on or after April 30, 1991, to registered shareholders on basis on April 23, 1991, and to holders of bearer shares upon presentation of coupon Nr. 5. The shares are quoted as dividend free from April 25, 1991. Paying Agent: Credit Commercial (France) (Luxembourg) S.A. 8 Avenue Marie-Thérèse/L-2132 Luxembourg By order of the Board of Directors

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## BASE LENDING RATES

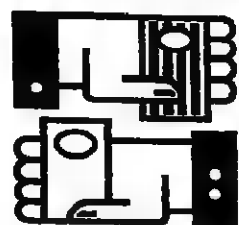
BASE LENDING RATES					
12	%	Com. Bk. of London Plc	12	McNess & Douglas Bank	12
12	%	Co-operative Bank	12	Midland Bank	12
12	%	Credit & Co	12	Mount Bank	12
12	%	Cyprus Popular Bk	12	Nat. Bk. of Kuwait	13 1/2
12	%	Dubai Bank Pl.C.	12	Nat. Westminster	12
12	%	Dunlop Bank	12	Northern Bank Ltd	12 1/2
12	%	Dunbar Larrrie	12 1/2	Parsons Bank Ltd	12 1/2
12	%	Emirates Bank plc	12 1/2	Prudential Bank Ltd	12
12	%	Exterior Bank Limited	12	Royal Bank of Scotland	12
12	%	Financial & Gen. Bank	12	Saudi & W. Soc.	12
12	%	First National Bank Plc	12	Standard Chartered	12
12	%	Foreign & Gen. Bank	12	Union Bank Ltd	12
12	%	German Bank	12	United Bk. of Kuwait	12
12	%	HSBC Bank	12	United Mizrahi Bank	12 1/2
12	%	Indus Bank	12	United Trust Bank Plc	12
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## FOREIGN EXCHANGE

SECTION III

Monday April 29 1991



The dollar's sharp rise since February and the weakness of the D-Mark have shown once again

how the foreign exchange market is good for surprises. But the market is experiencing changes which could mean that its boom years are over, writes Peter Norman

## Adjusting to a new climate

LIKE much of the financial world, the foreign exchange markets are going through a difficult adjustment to the far more sober business climate of the 1990s after the excesses of the opulent eighties.

Overall profits are thought to have fallen in the sector last year, exposing excess capacity and forcing some smaller operators to quit the market.

Even the dollar pyrotechnics of this year's first quarter have given the market little solace. The dollar's sharp fall against the D-Mark to new all time lows of around DM1.483 in mid-February and its subsequent 18 per cent rise in the seven weeks before Easter caught the market unprepared and so ill-placed to convert the turnaround into profit.

The dollar's sudden surge was instructive, however. It largely reflected a one-off shift in investor sentiment in favour of the US after the Gulf war. Coming after a lengthy period in which the impact of interest rates on interbank trading had been the dominant influence on exchange rate movements, the dollar's remarkable rise was a timely reminder to foreign exchange traders that they were underlying investor sentiment, the purchasing power of currencies and

domestic and geo-political fundamentals at their peril.

"It was a classic case of the interbank market and genuine financial flows finding themselves at loggerheads", comments Mr Paul Chertkow, chief currency strategist with Citibank in London.

The dollar surge began only days after the official discount rates in Germany and the US "crossed over". On January 31, the Bundesbank raised its discount rate by one half percentage point to 6.5 per cent and the more important lombard emergency funding rate by the same amount to 9 per cent. The following day, the US Federal Reserve cut its discount rate to 6 per cent from 6.5 per cent.

On past experience, those rate changes would have pointed to continued dollar weakness. But such considerations took no account of the animal spirits aroused by US-led victory in the Gulf and a growing perception among long term investors, such as pension funds, that the US had become a land of cheap buying opportunities after a protracted dollar fall.

These factors combined with a growing understanding of Germany's difficulties absorbing eastern Germany to release a flow of foreign portfolio capital



tal in the direction of the US. That mood swing showed that the foreign exchange markets are always good for surprises. Not only interbank traders were caught out. The chartists, who try to assess future exchange rate trends on the strength of currency movements, were also wrong footed.

But on the whole, the past two years have been remarkable for the relative stability of currencies in the face of striking geo-political change.

In the early 1970s, the western world entered a protracted economic crisis with unleashing of inflationary pressures world-wide, the first oil shock and the collapse of the Bretton Woods system of fixed exchange rates. The result was a bonanza for foreign exchange traders as countries pursued "beggar thy neighbour" economic and trade policies and currencies entered a decade and a half of wild fluctuation.

Nearly 20 years later, the collapse of communism in eastern Europe, the mounting economic and political problems of the Soviet Union, the end of the 1980s boom in the industrial world and the outbreak of war in the Gulf might have been expected to create similar shock waves in the West's currency markets.

This was not the case. By the time the iron curtain fell, the West had got its act together. All industrialised countries today pursue broadly similar economic policies that give priority to the combatting of inflation and encouragement of private enterprise rather than the pursuit of economic growth and full employment as ends in themselves. These lessons are now being adopted by the newly emergent democracies of eastern Europe and in much of the developing world.

In the European Community, economic convergence has con-

tributed to remarkable stability in the exchange rate mechanism of the European Monetary System since the last significant parity realignment more than four years ago. Sterling, having joined the system's wider 6 per cent fluctuation band last October, has rarely moved beyond 2.25 per cent either side of its DEM2.96 central rate.

Economic policy co-ordination, as practised by the US, Japan, Germany, France, Italy, Britain and Canada in the Group of Seven, has emerged as a key factor influencing the foreign exchange markets. Since September 1985, the big industrialised countries have attempted to influence exchange rates through monetary policy intervention, backed by frequent private discussions among G7 finance ministers and central bankers on economic policy issues.

There is little doubt that the central banks have become progressively more adept in their efforts to influence currency movements. The G7 attempt to stabilise currencies through the so-called Louvre Accord of February 1987 involved massive intervention and the acceptance of distortions in financial markets that may have helped trigger the global stock market crash later that year.

Since then the G7 have learned to be more pragmatic, seeking to curb wild currency fluctuations rather than defend target zones for currencies. As a result, relatively small scale intervention by the central banks managed first to break the dollar's fall in February and then to induce a pause in its rise around Easter.

determination has been less apparent as the dollar has risen.

But changes in the international banking industry have meant that the G7 have less harshly than in the past for signs of disarray. Banks have become more risk averse in all their activities, including foreign exchange, reflecting their need to maintain strict capital adequacy standards. This safety-first trend has been reinforced by losses in the wake of falling stock market values in Japan and recession in the Anglo-Saxon countries.

Attitudes and conditions have changed rapidly. The foreign exchange business was hugely profitable between the Plaza Agreement of September 1985, when the US, Japan, Germany, Britain and France agreed on joint action to depress the then overvalued dollar, and the 1987 Louvre

## IN THIS SURVEY

Progress towards EMU; the ERM; Ecu's unique status Page 2

Why the yen has not displaced the dollar; D-Mark hit by costs of unity; the dollar's gyrations Page 5

Sterling and the ERM; main market centres; convertibility in Europe Page 4

Technical analysis; developments in technology; the pros and cons of derivatives Page 5

Accord to stabilise currencies. "There was a one way bet on the dollar and people built up their foreign exchange operations because it was easy money," says Mr Michael Burton, head of corporate sales in the treasury department of the Hongkong Bank in London.

In their gloomier moments, many market participants now wonder whether the foreign exchanges will ever recapture the speculative fervour and sparkling profits of the 1970s and early 1980s.

Traders and economists now talk of a market which seems to have its boom years behind it and where activity is becoming increasingly concentrated among a few large banks.

On the plus side, the liberalisation of eastern Europe may mean that currencies such as the Polish zloty, Hungarian forint and Romanian lei will be fully convertible and actively traded in centres such as London, Frankfurt, Tokyo, New York and Singapore in a few years' time.

But the drive for economic and monetary union in Europe could mean the disappearance of west European currencies if and when the European Community adopts a single currency and central bank.

Add to this the incipient tendency for other parts of the world to move in the direction of regional economic groupings such as the free trade area being negotiated between the US, Canada and Mexico, and it is easy to see why banks active in foreign exchange are increasingly seeking the stability provided by a multi-currency base.

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## FOREIGN EXCHANGE 2

Growth of overall business has slowed, writes Peter Norman

## Trends point to increased concentration of capacity

FOREIGN exchange traders are supposed to thrive on volatility and crisis. But the gyrations of the dollar, D-Mark and pound so far this year have done little to dim the impression that the foreign exchange market is undergoing considerable structural change.

According to Swiss Bank Corporation, last year was probably the most difficult year for foreign exchange market operations in 10 years. Over the past two years or so, there has been a steady trickle of smaller banks and foreign branches of banks leaving the market.

Traders and analysts report that the growth of overall business has slowed. When the industrial world's leading central banks next carry out a survey of foreign exchange activity it is unlikely to confirm the trend reported by the Bank for International Settlements in February last year.

The BIS survey, which is still the most up-to-date overview of global foreign exchange activity, indicated that global turnover in the market more than doubled to a staggering \$650bn a day in the three years to April 1989.

It is likely that the market is still growing. But at the same time, the big participants such as Citibank of the US, Barclays Bank of Britain, France's Crédit Lyonnais and the large German and Swiss banks are increasing their business at a slower rate than the market, lifting their market share.

This gradual shift of power to big battalions is largely a reflection of two interwoven trends. Since 1987, there has been a decline in overall exchange rate volatility, which has limited business volume and trading opportunities.

More recently, banks have become far more cautious and averse. In marked contrast with the 1970s and early 1980s, the major industrialised countries now care about their exchange rates. Although domestic economic policies differ, all countries share a determination to defeat inflation.

Moreover, the Group of



Aggressive: Bank Negara, the Malaysian central bank, has reportedly switched as much as \$2bn at a time from one currency to another

Foreign Exchange market, net average daily turnover (\$bn)		
	Mar 1989	April 1989
UK	80.0	187.0
US	88.5	128.5
Japan	48.0	115.0
Canada	8.5	18.0

Source: Bank for International Settlements 1990

Annual ranges for the US\$ against the D-Mark, in pence	
1985	100
1986	95
1987	93
1988	94
1989	94
1990	95
1991*	97

\*First quarter Source: Swiss Bank Corp, London

Seven leading industrial countries and an increasing number of smaller developed nations are prepared to intervene in the market to influence exchange rates. Although intervention is not always successful in the face of fundamental currency movements, it is a factor that markets cannot afford to ignore. The rapid switch of official attitudes towards the dollar earlier this year highlights this constraint on foreign exchange market activity.

In mid-February, the G7 was intervening to support the dollar as it fell to new all time lows against the D-Mark. Four weeks later, the Bundesbank, the US Federal Reserve and a host of smaller central banks were acting to restrain the dol-

lar's rise.

Such factors have taken much of the fire out of a market that once seemed to exemplify speculative excess. According to Mr Nick Douch, senior manager for corporate services at Barclays Bank's global treasury department in London, "the aim for most participants these days is to maximise the number of days in which they can make a profit" rather than aim for outright speculative gains.

Alongside rational caution inside banks that largely reflect the spread of the "Basis mentality" in international banking. Since July 1989, when the central bankers of the world's leading industrial countries agreed on minimum

capital adequacy ratios for international banks, awareness of credit and counterparty risk has grown.

Recession in the English-speaking world, with its trail of bad debts and the downgrading of banks by rating agencies, has greatly increased the premium placed on prudence in international banking. The effect on the foreign exchange market has been a reduction in the number of banks that are attractive business partners, making liquidity tighter.

These conditions have already deterred some banks from acting as market makers and made life harder for the big banks still quoting rates in a wide variety of currencies.

A market maker must be prepared to deal with an increasing number of counterparties seeking prices and cope with large blocks of currency that are suddenly put up for sale. One result of the declining liquidity in the market has been a sharp increase in day-to-day exchange rate volatility, which has made for more difficult management than medium term volatility.

Bankers cite how Bank Negara, the Malaysian central bank, has reportedly switched as much as \$2bn at a time from one currency to another in the course of aggressive management of its foreign currency reserves. A handful of US fund managers and Japanese corporations are also major movers of the market. In these circumstances, the shrinkage in the number of market makers has both large blocks of currency for some when they need to get out of positions.

However, there is a positive side to the concentration of market making capacity in fewer hands. The big operators have superior information. "Unless you are a big bank, you have no idea what is happening to currencies," one trader observed recently. Mr Chris Deuters, Citibank's head of foreign exchange and derivatives in Europe agrees: "If you don't have access to the end user, your view of the market will be severely limited", he says.

The vital importance of information in a market where trading decisions are taken in a split second cannot be over-emphasised. It helps explain why today's large foreign exchange players are more than just inter-bank trading operations, but also have a role in the volatile trading conditions of the 1970s and early 1980s.

Those banks with an extensive customer franchise are in a far better position to handle the dollar's early rise in the six weeks following the Gulf war because they had an insight into many of the international institutions that moved long-term portfolio capital into the US at the time.

According to Barclay's Mr Nick Douch, "after the customer is now a 'number one priority' in foreign exchange departments. There has been a enormous shift of emphasis towards customer-based business in the last 2 1/2 years, he says.

At Citibank's London office, Mr Julian Simmonds, the head of foreign exchange sales and trading agrees. "Any bank can have a marvellously successful year, but very few have got trading but stable profits. For that you need the customer franchise", he says.

THE European currency unit occupies a unique position in the foreign exchange market, having neither legal tender status nor any certainty over its future composition - let alone its future value. Yet nearly every major bank has traders buying and selling the currency. The last official volume figures relate to April 1989, when the Bank of England recorded an average daily turnover of \$4bn equivalent.

Volume of trading has now grown well beyond this level but remains below that of the major currencies - perhaps one-tenth the volume of dollar or yen trading, according to those active in the market.

Ecu bonds have become a favourite tool for borrowers and investors. Last year, the value of Ecu bonds issued reached Ecu14bn (\$17.5bn), making the Ecu the fourth most popular currency after the dollar, sterling and yen.

This year the growth of Ecu bond issuance has been still more spectacular. In the first quarter alone \$17bn equivalent of Ecu bonds was issued, boosted by large benchmark issues from sovereign borrowers, notably the UK, Belgium and Italian governments.

Investors wanting to buy these bonds have to buy Ecu on the foreign exchange market, often in exchange for non-Ecu currencies such as dollars or yen. Equally, Ecu received as coupon payments are often sold in the market.

The basket nature of the Ecu might be expected to moderate its volatility against currencies outside the European monetary system. To an extent, the Ecu is indeed more stable than the underlying national currencies.

Simon London looks at the Ecu

## Unique status in the market

However, the D-Mark alone accounts for around 30 per cent of the Ecu basket. Currencies informally linked to within 0.5 per cent of the D-Mark (the Dutch guilder and the Belgian and Luxembourg francs) bring the total "D-Mark bloc" weighting up to 47 per cent of the Ecu basket.

For example, the D-Mark's rapid depreciation against the dollar during February and March was mirrored in the Ecu. From Ecu0.70 in mid-February, the dollar was valued at Ecu0.85 by the end of March.

Users of the Ecu also monitor its market value against a theoretical value. Until recently the Ecu rarely drifted from this theoretical value, calculated by taking proportionate amounts of each of the European currencies which make up the Ecu basket.

This was because many banks employed arbitrage traders ready to exploit brief differences which open up between the theoretical value of the Ecu and its quoted value on the foreign exchange market.

However, the arbitrage trading relies on the assumption that the actual and theoretical values of the Ecu will eventually converge. This is no longer something that many firms are willing to take for granted.

Many believe that the Ecu basket will soon be reweighted, changing the Ecu's composition and value. The Ecu's market valuation therefore reflects both the current theoretical value and a range of possible future theoretical values.

Recent expectations of a realignment within the Ecu currencies have tended to push the Ecu's market value higher than its theoretical value - as much as 1 per cent higher.

This is a state of affairs which may shape the future development of the Ecu. For example, some proposals for the future structure of the single European currency have centred on a regular annual reweighting of the currencies within the Ecu basket. On recent estimates this would mean the Ecu's market value would be higher than its theoretical value.

However, the popularity of the currency is clear from the performance of Ecu-denominated financial instruments. Just as the Ecu itself is overvalued against theoretical models, so Ecu bonds are far more expensive than theoretical calculations suggest they should be. For example, 10-year maturity large liquid Ecu bond issues are currently yielding

around 60 basis points less than the theoretical Ecu yield curve - calculated from the national bond markets which make up the Ecu basket.

Analysts explain the phenomena in terms of the political momentum towards economic and monetary union. For the first time, it is argued, investors seriously believe that the Ecu will become a single European currency.

However, the value of the Ecu, at least as expressed through the international bond market, remains volatile. Ecu bond yields tend to rise sharply when the political or economic outlook is clouded. For example, the extent of economic dislocation in eastern Germany has pushed Ecu bond prices down from the peak of the market in early February.

Volatility may be lessened with the advent of Ecu bond futures contracts, which give investors the chance to hedge their positions.

The London International Financial Futures Exchange launched its contract earlier this year. The Paris future exchange, the Matif, has had a contract trading since October last year.

The thriving bond market and the growing foreign exchange market in Ecu have led to the development of an interbank netting and settlement network - another example of a developing financial infrastructure.

The clearing system was set up in 1986 and now has 45 participants - banks. Interbank payments are first cleared through the SWIFT system and then through a special unit of the Bank for International Settlements in Basle.

Peter Marsh assesses Europe's exchange rate mechanism

## Qualified success of ERM

AMONG the more successful European innovations of the last 15 years is the exchange rate mechanism, set up in 1978 as a way of regulating the main western European currencies. Keeping the currencies within agreed limits against each other, it was argued, would encourage monetary stability, so reducing inflationary pressures. The mechanism would also aid commerce and industry by minimising exchange rate fluctuations.

Twelve years on, the general consensus is that the ERM has achieved most of its aims. "The ERM has been remarkably successful", says Mr Jim O'Neill, head of financial markets research at Swiss Bank Corporation in London.

In the case of the pound, which joined the system only in October, that statement needs to be qualified. Economists are divided over the extent to which the external discipline of the ERM will improve UK economic performance - particularly in inflation, where Britain's record over the past 20 years has been far from satisfactory.

All but two of the 12 European Community member states (the exceptions are Greece and Portugal) participate in the mechanism. That means the ERM embraces nine currencies - the D-Mark, the French franc, the peseta, the central bank of Luxembourg, the French franc, the Danish krone, the punt and the pound.

The pound, the last currency to join the system, and the peseta are allowed to fluctuate against the others by up to 6 per cent about an agreed central rate. For the other currencies, the permitted margin is 2.25 per cent.

In the early days of the system, realignments to central ERM rates were relatively frequent. Over recent years, however, the system has been more stable. The last full-scale realignment was in 1987.

Co-ordination is left largely to individual national central banks. These people talk to each other roughly three times a day. Their discussions will cover day-to-day issues such as the working of the system in interest rates. Another topic is the degree to which countries may need to intervene in financial markets to influence the

ERM, according to its admirers, concerns the way individual currencies within the mechanism are pegged to the low-inflation characteristics of the D-Mark, the mechanism's most powerful member.

That forces the other ERM nations to adopt strict monetary policies to bring them to levels of price stability similar to Germany's. The ERM mechanism has certainly worked well in the decade for the Netherlands, Belgium and France, which today can boast inflation records not far removed from Germany's.

The ERM countries have in general become adept in co-ordinating strategies over interest rates and other aspects of monetary policy to keep their currencies within the limits allowed by the system.

value of specific currencies by buying or selling.

Such operations are put in the hands of specialist foreign exchange departments of each central bank. Given the size of the world's foreign exchange market, there is no way that the outside world can find out about specific dealings in currencies by the banks - unless these bodies broadcast their intentions with a view to influencing the market.

Highly public currency interventions by the ERM nations' central banks have been a feature of the first few months of this year, as the individual countries have sought to influence the value of the dollar.

More far-reaching decisions about the workings of the ERM, and any significant realignments, are left to meetings of EC finance ministers and central bank governors. One of the chief virtues of

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The D-Mark has lost ground dramatically, mainly against the dollar but also against a number of European currencies, as fears gripped markets about the possibly negative consequences for the global economy of German unity.

The D-Mark's fall from grace may lead to a slackening, at least for the time being, in the way the ERM reinforces anti-inflationary characteristics aspects among the other countries.

But the monetary authorities in France and Britain have had good cause to smile, on the grounds that the weakness in the currency has given them far more scope within the system to cut interest rates and so restore growth.

One problem for many of the ERM nations in recent months has concerned the Spanish peseta, the strongest currency in the grid. The attraction to international investors of the currency has correspondingly weakened demand for some of the other currencies, and has made life particularly difficult for the monetary authorities in France, whose franc is the weakest currency in the system.

Could the ERM act as a forerunner to a grand world system of linked exchange rates? A world exchange rate system, connecting the main European currencies with the yen and the dollar, would follow from the increased co-operation on an economic and monetary level among the world's main industrial powers since the 1970s. It would also underline the degree to which the world economy is becoming increasingly integrated as a result of the way that large business operations plan their operations.

Some see cooling in enthusiasm for the concept ERM, partly a result of the economic slowdown that has affected Britain, France and Italy in particular over the past year. There is also more of a mood of caution - sparked largely by the problems which have emerged this year in bringing together eastern and western Germany - about moving too quickly to an economic union for the continent as a whole.

However, Mr Wolfgang Reincke, a political economist at the Brookings Institution in Washington, says that the pace of European integration at a business level will push the discussion about economic union and make this virtually unavoidable.

"Europe has almost reached the point of no return in moving towards ERM", he says. "But the way this is achieved may be less clear-cut than people initially thought."

Differences remain over economic and monetary union, writes Peter Marsh

## The search for common ground

BY THE end of this year, if all goes to plan, Europe should reach a broad consensus on how to proceed towards the final phase of economic and monetary union (Emu) around the end of the century.

But to reach this common view, officials from the 12 European Community countries will have to close some large gaps in thinking on what the union should eventually look like and the pace at which it is to be achieved.

In the third and final stage of Emu, according to the plans of much of Europe, responsibility for pan-European monetary policy is due to be handled by a single European central bank which would be independent of governments. It would administer a new, single currency.

In this form, Emu would fit in with the increased integration over the past 20 years of European commerce and industry. Advocates say it would follow on logically from the idea of making Europe a single market - the goal of the EC's 1992 programme to eliminate trade barriers.

But beyond the rhetoric, a number of problems remain. The forum in which these will be discussed is the EC's inter-governmental conference on Emu, which started in Rome in December last year and which

will continue throughout 1991 in the shape of meetings roughly every two weeks between EC officials. The main disagreements concern:

• The detailed timetable for Emu. All 12 EC countries, except Britain, accept the idea of a European central bank linked to existing national central banks - which would also be politically independent and operate as branch offices of the main central bank.

Some countries, led by France, want the new bank to be up in the so-called "inner core", starting in 1994, though Germany favours waiting until 1997. That would allow time for the economies of individual countries to come together to the point when an all-embracing monetary policy for the whole of Europe made sense. France, however, that much of the momentum towards Emu could be lost if plans for a central bank are delayed.

• The idea of a two-speed Europe. An argument which has gained much ground over the past year is that those countries whose economic performance is especially in the area of inflation, are reasonably similar could go ahead almost immediately with a form of Emu, leaving other nations on the periphery.

This point of view, expressed most forcibly by Mr Karl Otto Pöhl, president of the German Bundesbank, would put France, the Netherlands, Belgium, Denmark in the "inner core". Britain, Spain, Greece, Portugal, Ireland and Italy would be on the outside.

Though many argue that this arrangement makes a great deal of sense, it has been attacked on political grounds by the nations which under such a system would see themselves as "second class citizens" from the "inner core" Emu membership.

• The role of the Ecu. As an alternative to the notion of setting up a European central bank in stage two, Britain has proposed a European Monetary Fund (EMF), whose main task would be to administer a new, common European currency, the hard Ecu. This would differ from the existing basket Ecu, based on the main European currencies.

The UK's EMF/hard Ecu plan would provide Europe with experience of using a common currency, in parallel with existing currency performance, especially in the area of inflation, are reasonably similar could go ahead almost immediately with a form of Emu, leaving other nations on the periphery.

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Although much of the ERM has its roots in the practicality of the hard Ecu, some countries, among them Spain, appreciated the usefulness of the UK proposals in providing a focal point for debate about the speed with which Emu should come about. Germany, meanwhile, has come out strongly against the hard Ecu and the EMF, though it favours "hardening" the existing Ecu to encourage the currency's use, perhaps by freezing its composition.

• Fiscal policy. Some believe that the idea of a pan-European central bank to handle monetary policy needs to be accompanied by a centralised approach throughout Europe towards tax treatment and intergovernmental transfers.

One fear is that, without a set of arrangements for channeling large amounts of government cash from the richer parts of Europe to the poorer regions, the single monetary bloc could lead to a rapid division between Europe's "haves" and "have nots".

Mr David Hale, chief economist at Kemper Financial Services in Chicago, says: "I don't think that people in Europe have realised the extent of the transfers which might be needed under Emu to avoid

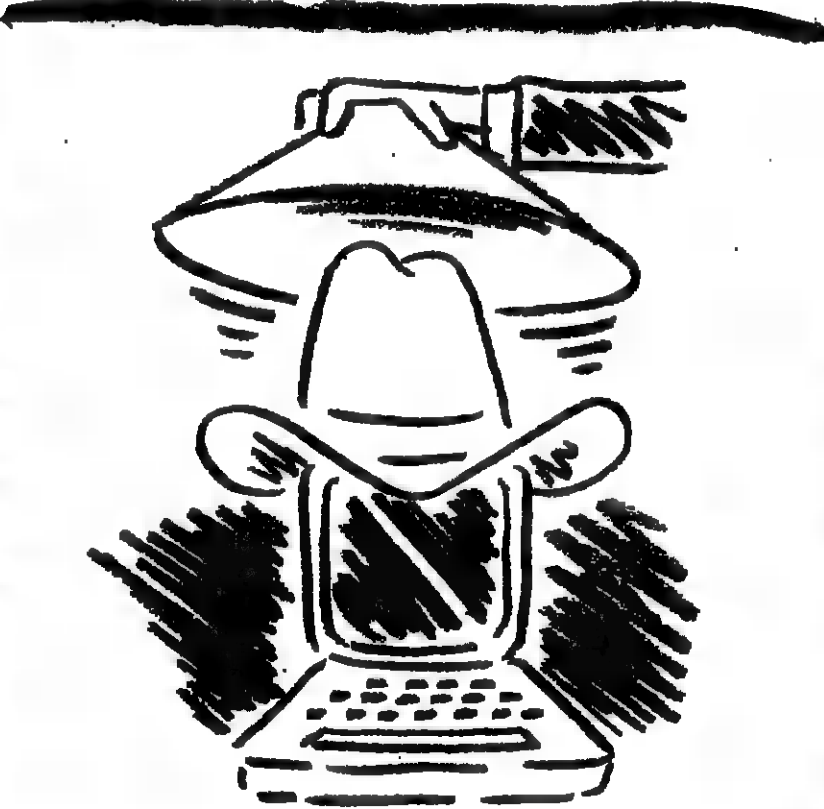
social disruption."

He adds that once Emu has taken place, parts of countries such as Greece and Spain with low income could gain from this kind of arrangement. It could be modelled on the system in Canada, under which the relatively poor province of Newfoundland receives large payments from central government funds.

Some see cooling in enthusiasm for the concept ERM, partly a result of the economic slowdown that has affected Britain, France and Italy in particular over the past year. There is also more of a mood of caution - sparked largely by the problems which have emerged this year in bringing together eastern and western Germany - about moving too quickly to an economic union for the continent as a whole.

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Analysts feel the worst of the slump is over

# Dollar sent on a rollercoaster ride

SAVED from falling too low by the world's central banks in February, only to be stopped from rising too high by the same central banks four weeks later, the dollar has been on a giddy rollercoaster ride over the past few months.

On February 11, the dollar hit a new all-time low against the D-Mark of DM144. Seven weeks later it was up to DM170, its highest level for eight months. It has hovered there ever since.

In that short burst - the strongest movement in the dollar since 1985 - foreign investors bought the dollar for a whole host of reasons.

Financial markets expect the US economy to pull out of recession by mid-year. In spite of rising unemployment and poor corporate profits, most analysts feel that the worst of the slump is over, that consumer confidence will rebound quickly after victory in the Gulf war, and that recovery is around the corner.

This helped persuade overseas investors that dollar assets were a good buy. Not only were they cheap, because of low US interest rates, but big gains in US equity prices attracted a lot of new foreign money into the country.

Concern about political and economic chaos in the Soviet Union and its former satellites, and the effect this has on European economic interests in the region also favoured the dollar.

In Germany, the tensions of reunification - apparent in open discord between government and Bundesbank, and in unrest among east Germans - turned international investors away from the D-Mark towards the dollar.

Interest rate differentials, which have worked against the dollar for almost a year, are beginning to swing the other way. The rapid cuts in US interest rates, engineered by a Federal Reserve anxious to bring the economy out of its dive as quickly as possible, appear to have run their course.

The spectre of inflation continues to hover over the US economy, and with the Fed divided over the wisdom of further rate cuts, analysts expect US borrowing costs to remain steady over the medium-term.

At the same time, the consensus among analysts is that as economic growth in Germany and Japan slows, interest rates in those two countries will come down, or at least go no higher. This would narrow the differential between rates on US and European/Japanese assets, making US assets and dollars more attractive. Inflation patterns should also work

in the dollar's favour, with medium-term trends pointing to lower US and higher German and Japanese inflation. Real yield differentials, therefore, would also narrow.

Then there is the issue of purchasing power parity (PPP) and whether the dollar is a cheap currency.

There is a rare unanimity among currency analysts on the dollar's PPP. The theory of PPP is that the same basket of goods in two different countries should have the same relative value, whichever currency is used to price the goods. Based upon current valuations, the dollar looks cheap in terms of its PPP. Although estimates differ, most analysts believe the true value of the dollar is close to DM2 and ¥200, the rate which would make a basket of goods in the US cost the same as in Germany and Japan. This means the dollar has room to appreciate another 20 per cent against the D-Mark, and nearly 50 per cent against the Yen, before it is correctly valued.

The positive scenario for the dollar is, of course, no guarantee that the currency will perform according to analysts' predictions.

The US economy could take far longer to come out of recession, with employment and personal income growth - two key determinants of economic

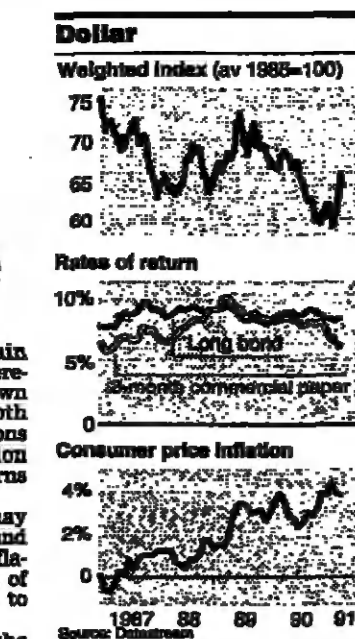
growth - likely to remain weak. US interest rates, therefore, might have to come down several more times for both economic and political reasons (1992 is presidential election year) while inflation concerns take a back seat.

Interest rates abroad may also rise. Both Germany and Japan are sensitive to the inflationary threat and any sign of price pressures could lead to tighter monetary policy.

Disagreement among the Group of Seven nations over exchange rate policy could also damage the dollar. Although central bank intervention to aid the currency when it dropped to DM144 in February was relatively successful, subsequent attempts to stall its rise around the DM165 level proved less effective.

Mr Joe Petri, managing director of government securities and foreign exchange at Merrill Lynch in New York, explains why: "The market was not so sure that the US authorities were as uncomfortable with the dollar's rise as the European central banks."

The inconsistency of the US monetary authorities in late March when the dollar was roaring ahead made it clear that this was not an entirely unwelcome development. Although an appreciating dollar makes US goods less competitive abroad - and this



maters to those who expect export growth to lead the economy out of recession - it also keeps a lid on inflation, by making imported goods cheaper.

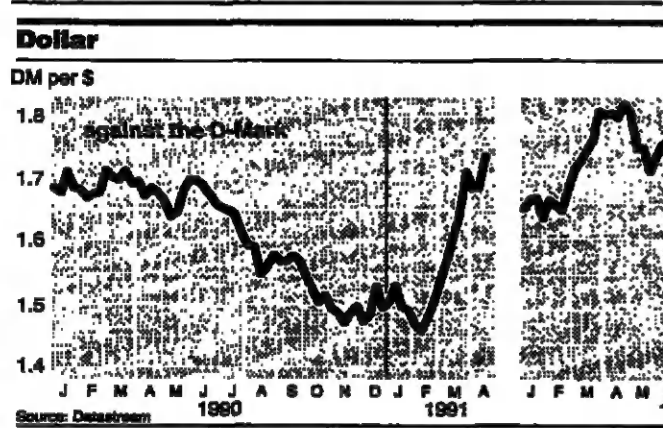
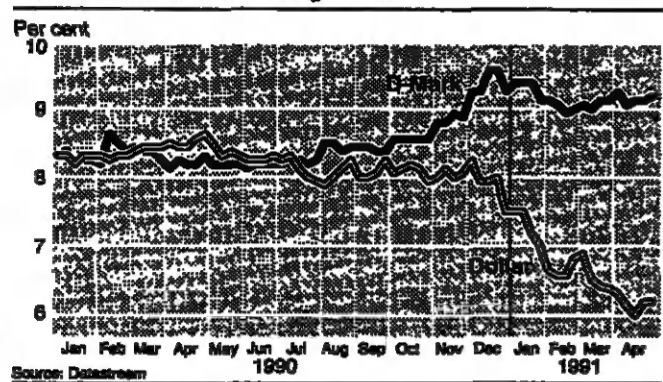
Similarly, the central banks of Europe and Japan can hardly have been overjoyed at the prospect of a stronger dollar, because of the negative inflationary implications for their own economies. Germany in particular is keen to prevent imported inflation from adding to an already worrying upward trend in domestic prices.

The stronger dollar does, however, allow room for lower European interest rates. Mr John Major, the UK prime minister, must have privately welcomed the opportunity the higher dollar gave him to cut credit costs in the UK without worrying too much about the consequences for domestic inflation and sterling.

There has been one politically embarrassing by-product of the recent rise in the dollar, the fuss over the \$51bn pledged by friendly foreign powers to the US to help cover the cost of the Gulf war. Germany has already said it would pay more Deutschmarks than it originally promised to make up for the D-Mark's depreciation against the dollar. Japan, however, has so far refused to pay any more than the initial pledge of \$8bn, to the fury of Americans everywhere.

Patrick Harverson, New York

## 3-month euro-currency rates



Seth Sulkin explains why the yen has yet to displace the dollar

# Currency in search of a rôle

THE steady fall of the yen over the last three years seems to have come to an end, but in spite of generally favourable market conditions, there does not seem to be much hope for a rapid turnaround in the near future.

One of the biggest negative factors affecting the yen rate over recent years has been the outflow of Japanese capital, requiring Japanese investors to sell yen in order to obtain dollars and other currencies to make foreign investments.

But the situation changed in 1990 as total Japanese indirect, or securities, investment abroad plunged to \$39.45bn, down from \$113.67bn in 1989. More significantly, Japanese investors were huge net sellers

statistics show a steady decline throughout last year.

This change in the amount and nature of Japanese investment has led Nomura Research Institute economist Mr Richard Koo to say "the worst reason for yen weakness is gone".

Given the absence of heavy yen-selling pressure and the continued growth of the Japanese economy, "the biggest mystery is why the yen is still weak", Mr Koo says.

With most Japanese foreign securities investment made in yen and a substantial portion of the funds in other currencies raised outside Japan, it is surprising that the yen has not benefited in foreign exchange markets, he says.

At a current rate of ¥135 to the dollar, the yen is in the middle of its three-year range. According to the Bank of Tokyo, the yen-dollar average was ¥128.13 in 1985, ¥137.98 in 1989 and ¥144.81 in 1990.

The yen was fairly stable for most of 1990 until Iraq's invasion of Kuwait, when surprisingly, it strengthened against the dollar. Since the end of hostilities, the dollar has risen, which market players attribute to the quick and decisive conclusion to the US-led war. The power shown by the US and the perceived indecisiveness of Japan and Germany, which have the two most significant currencies after the dollar, highlighted prospects for economic recovery in the US and increased confidence in the dollar.

However, some economists say US recovery is by no means certain and the Japanese economy generally looks much healthier. Further signs of a US recession and steady Japanese growth could lift the yen somewhat, but few look for a big move. The yen's range of ¥135 to ¥140 in recent weeks represents an equilibrium level, many say.

While a combination of factors may have benefited the Japanese authorities' interests in halting the slide in the yen,

actions are not as liquid as desired.

While the US Treasury has a deliberate policy of fostering liquidity in its debt markets, Japan's authorities are hesitant to issue government securities without a specific funding need. The finance ministry finally relented last year and issued treasury bills for liquidity purposes, but Mr Honda says conflicts of interest throughout the bureaucracy prohibit an overall consensus on the importance of promoting a short-term yen money market. While the US Treasury has weekly bill auctions, Japan's finance ministry still prefers to issue what it calls financing bills only when the need arises.

A committee of government and private-sector experts attached to the official Economic Planning Agency has been studying liberalisation and internationalisation of finance, but the EPA is thought to lack the influence needed to settle disputes between the Bank of Japan and the finance ministry. Conflicts of interest among various finance ministry bureaux, such as international finance budget, finance and tax, have also made it more difficult to develop a larger money market in Japan.

The unattractiveness of the yen as an instrument of international trade is shown by the almost negligible amount of yen-dominated trade by third parties. The yen's share of world trade touched up to 4.3 per cent in 1989, from 4.2 per cent in 1988, according to the Bank of Tokyo.

Over the next few months, the yen may be buffeted by domestic developments in Japan. Prime minister Mr Toshiki Kaifu's term as president of ruling Liberal Democratic party ends in October, and the expected political manoeuvring could create uncertainty, although analysts see the impact of this as being short-lived.

"The absence of a yen TB (treasury bill) market is a real impediment," Mr Honda says. "There are like air and water without a base, arbitrage trans-

## THE D-MARK

# Hit by costs of unity

BUOYED throughout last year by the psychological and interest rate effects of German unification, the D-Mark has suddenly started to wobble.

It is now over a year ago that domestic bond yields climbed nearly 2 per cent (to the 8 per cent mark for ten-year paper), as investors, primarily those abroad, sold heavily in anticipation of the vast, but then quite unknown, cost of unification. The equity market suffered later in the year, as eastern euphoria melted into sober assessments of how distant the benefits and how immediate the costs would be.

During that time, the foreign exchange markets chose to ignore such concerns, both as regards east Germany and with respect to events further east, including in the Soviet Union - the latter typically having a strong, if primarily psychological, effect on the currency's fortunes.

Since February, when the dollar touched a low of just under DM145, there has been a rapid - some would say exaggerated - reversal in the relative assessment of the economic prospects of the US and Germany on the foreign exchanges.

While the end of the Gulf war toned up US consumer confidence markedly, other more concrete factors, including a pronounced narrowing of the trade deficit, have bolstered the dollar.

Meanwhile the D-Mark's softness - which must not, given most estimates of purchasing power parity between the two currencies at over DM2 to the dollar, be exaggerated - appears to be more than the mirror image of the dollar's current strength. The D-Mark has weakened considerably within the EMS since earlier in the year, when talk was of realignment strains because of its buoyancy. It has also slipped noticeably against the yen.

What has happened is delineated on one level in the political headlines, as the "unity chancellor", discredited by his reversal of policy on taxes, is now charged with having seriously underestimated the scope of the task of bringing east Germany to its feet.

Returning to the new Länder

at the beginning of April for the first time since the federal elections in December, Mr Helmut Kohl was bombarded not with cheers but with eggs for his inability to bring last year's false promises true. In spite of transfers of around DM100bn from west to east this year, sharply rising unemployment and falling living standards provoke social unrest, and the point at which the east German economy is expected to turn the corner, if anything, recedes.

For the Bundesbank, unification has represented a continual struggle to emerge with its prized political independence unscathed. At present it is not winning the battle as comfortably as it (or foreign

D-Mark investors) would like. From the point at which the Bonn government imposed the terms of currency union with the east - in the highly generous conversion recently dubbed "a disaster" by Bundesbank president Mr Karl Otto Pöhl - the central bank has had to fight hard to preserve its formidable reputation.

Most recently, the tussle between Frankfurt and Bonn over the composition of the post-unification Bundesbank - which must be resolved by October - has left markets wondering whether Mr Pöhl's keenness to win political acceptance of a slimmed down policy-making council, with considerably less power to the Länder, may not create indirect strains on current policy-making.

More obviously, the levers of monetary control are far more difficult to operate in the enlarged Germany. Inflation, still only 2.5 per cent in March,

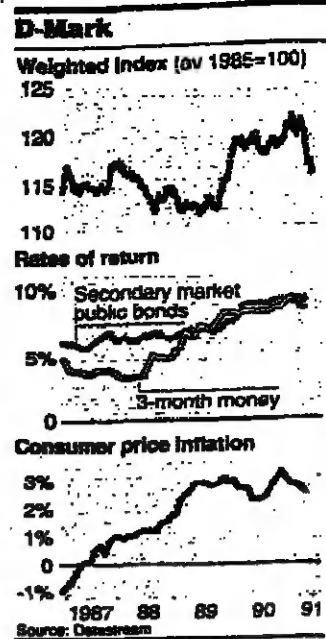
is set to increase, partly as a result of the hefty tax surcharge coming into effect from July. Moreover, the current wage round is proving more acrimonious than expected - not helped by the imminent tax increases - with average settlements likely to be in the 7 per cent range, representing almost a doubling of unit labour costs compared with last year. A weaker currency would also have an additional inflationary effect, although it is too early for the increased costs to have fed through in the monthly price numbers.

Another factor affecting the foreign exchange market's perception of the D-Mark is the speed with which the pan-German economy has slipped into current account deficit (in January and February) after years of west German surpluses dating back to the early 1980s. The demand surge prompted by unification has sucked in imports, while many of Germany's traditional exporters have found major overseas markets weak or recession-bound.

The current account surplus (DM104bn in 1989 and DM71bn last year for west Germany) may be in deficit in 1991 across the united country. While this reallocation of capital from abroad to the domestic market is precisely what is required to effect the task in hand, the spectre of a current account deficit tends to spook currency markets.

Finally, the record public sector borrowing requirement - officially DM100bn this year - is taken as a further symptom of the economy's changed nature. Even with the tax increases, some investors fear that official targets could be exceeded, and the Bonn government is besieged by criticism, from its central bank as well as elsewhere, over its inability to cut public expenditure in the west.

Economists suggest one reason why the Bundesbank, having nudged official rates up by half a percentage point at the beginning of this year, has so far resisted responding to the D-Mark's slippage by a further tightening. As the risk premium of holding D-Marks is seen to increase, the authorities can fall into the trap of initiating a defensive move



that merely keeps the D-Mark constant - with a much better move being necessary to restore a previous rate. Unlike in February, where the industrialised nations were prepared to intervene in support of the dollar, there is no such consensus for the reverse action.

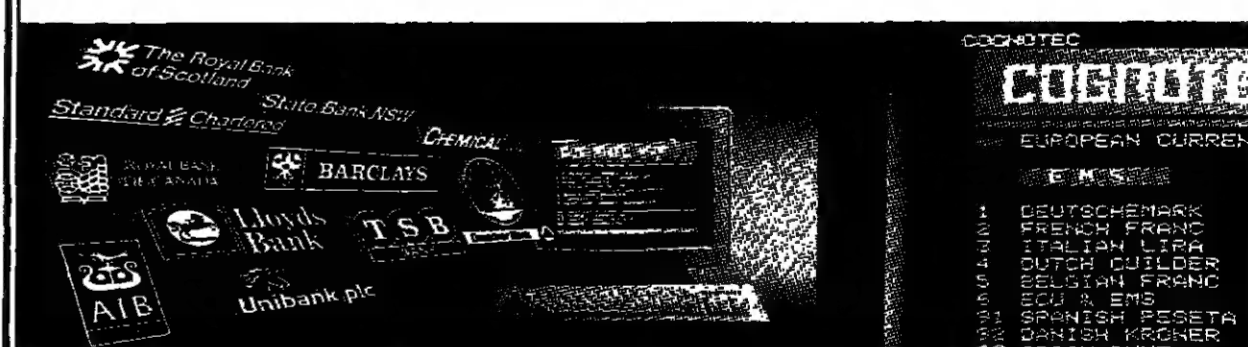
One by-product of Germany's domestic problems has been a reduction in the influence of the D-Mark within the EMS. At the turn of the year, the strength of the currency was causing tension within the system, and the rate rise at the beginning of February unleashed a storm of international protest at what was seen to be an unneighbourly move given the opposite trend to lower interest rates elsewhere.

In spite of that move, however, countries including Spain and Britain have been able to continue lowering their official rates as the D-Mark has slipped for reasons other than those connected with pure interest rate differentials. If Germany sees that as undesirable, its neighbours on the whole do not.

In sum, the foreign exchange's preoccupation with the mounting burdens of unification - ignoring both the continued strong growth in the western part of the economy and the undiminished long-term prospects - are no more logical than last year's gravity defying optimism. The mood can swing as quickly again.

Katharine Campbell, Frankfurt

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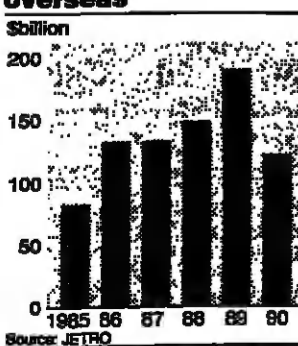
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## Japanese investment overseas



of US securities - to the tune of more than \$150bn in 1990 - and more modest net sellers in west Germany and Australia. The only country where Japan made substantial net purchases was Luxembourg, and these were thought to be mostly Euro-yen paper.

Excluding the Luxembourg investments, Japanese foreign securities investment only totalled about \$7bn in 1990 - little more than one-tenth of the 1989 figure. This was offset by a slight increase in Japanese direct foreign investment to about \$48bn in 1990, up from \$44 bn in 1989, but quarterly



## FOREIGN EXCHANGE 4

Sterling has rarely seemed in danger of breaking its bands

# Padlocked into the ERM, but given a long chain

STERLING'S years of living dangerously are over. Once the most volatile of international currencies, the government finally padlocked it to the exchange rate mechanism of the European Monetary System in October last year. To allow for its propensity to respond to the tinniest of domestic and international changes, the government gave sterling a long chain.

Apart from the peseta, it is the only currency in the system allowed to move 6 per cent up and down either side of a central rate. Sterling's central rate was set at DM2.36 against the German currency, and over the last eight months it has rarely seemed in serious danger of popping out of its bands. That in itself sums up sterling's initial success in the ERM. It has been a performance which the monetary authorities have professed themselves generally "comfortable" with.

It has, up to now, been a far cry from the economic consequences of joining sketched out by Sir Alan Walters, once Mrs Thatcher's personal economic adviser. In his book *Sterling in Danger*, he makes the point that pegging the exchange rate would force Britain "slavishly to follow that of the major monetary power, whether the US or Germany". But what has become known as the "Walters' critique" has been largely discredited.

This was essentially that sterling, backed as it then was by 15 per cent base rates, would zoom to the top of the currency grid as the peseta did. Then the authorities would have to restrain it from appreciating beyond agreed limits with base rate cuts, thereby



Major: as chancellor, took UK into ERM



Walters' critique has been largely discounted

unleashing another demand boom and inflation.

Only last month has the pound's appreciation - it rose to second place in the ERM - prompted speculation of rate cuts to restrain its further rise, with reunification worries weakening the D-Mark. But central bank intervention seems more likely to result from an over-strong pound.

Such a satisfactory position was difficult to foresee back in October last year. The monetary conditions at the time of 1990 entry were regarded as inappropriate - a fact which renders considerable the achievement of Mr John Major, then chancellor, to foist the move on a recalcitrant Mrs Thatcher.

Just before Mrs Thatcher was persuaded to agree in October, the all-items index of retail prices was rising at an annual rate of 10.6 per cent. Interest rates had been at 15 per cent for a year. The inflation conditions in particular invited widespread accusations that the ERM move was political engineering of the economy at the worst possible time. The Bank said the Govern-

ment's "dilemma" was that while monetary growth, output and real demand were falling, putting huge pressure on companies' trading margins, wage settlements and inflation were still rising.

But Mr Major's gamble paid off. The Bank later acknowledged that joining would reinforce the Government's anti-inflationary strategy, as companies could no longer expect a lower exchange rate to validate their failure to contain costs.

As it has turned out, inflation was on the way down as Mr Major had maintained, and the UK heading for a recession as deep as the one in 1980-1981. With hindsight, the much-criticised base rate cut that accompanied the move was more than justified by the speed with which the UK went into recession.

Equally satisfying was the fact that the only limit sterling has come very close to touching has been the lower one, in December last year - the opposite of what Sir Alan argued would happen. The markets have provided both a floor and a cap for sterling, keeping it trading comfortably within its ERM bands. So comfortably, in fact, that rumours started circulating just before the March Budget that the government was going to tighten to the 2 1/2 per cent narrow bands.

Since entry, sterling has steadily appreciated - even edging close to the DM3 level - against a background of domestic recession. Unemployment is rising by about 70,000 a month, while the current account is averaging around \$1bn a month as imports respond to weak domestic demand.

In reflection of falling economic activity, interest rates have been cut four times, by just half a percentage point each time. They are now at 12 per cent and are expected to fall further by June.

This has not undermined sterling, however. The D-Mark has been weakened by the perceived "disastrous" consequences of German reunification: the dollar is bouncing back from record lows - pulling sterling with it - as consumer confidence has resurged at the end of the Gulf war and hopes that the recession will be as short and shallow as the Fed as predicted.

But although sterling is strong now, it faces hurdles ahead. The government would clearly like to reduce interest rates further, to stimulate the economy and win voters in the run-up to the general election. As Mr Norman Lamont said in his Budget Speech, "inflation rates remain the essential instrument of monetary policy, but now the overriding factor in setting them is the need to meet the UK's ERM obligations". This means the Bank cannot cut interest rates unless the move is fully discounted in the markets.

What does the medium term then hold? A general election, for a start. If the election is in June, the pound will hold an election risk - though a Tory win should leave it higher than a Labour win or hung parliament.

Goldman Sachs, the US-owned investment house, says that the Tories retain the credibility of having taken sterling into the ERM and would not be likely to devalue; a hung parliament's uncertainty would depress the pound while a Labour government would introduce market worries about devaluation and spending, in spite of the trust inspired by the Scottish members of Labour's front bench.

An October election would produce much the same result, while one left till June 1992 would be likely to be held against a background of 4 per cent inflation and 10 per cent interest rates.

With either a Tory or Labour win, "the sterling/DM exchange rate's most probable path is very stable for the next six months," says Goldman Sachs.

Rachel Johnson



Free market: currency convertibility is essential (Photo: Anthony Robinson)

Martin Wolf on the monetary changes in eastern Europe

## Polish zloty shows the way

CONVERTIBILITY of the eastern European currencies into foreign currencies goes with economic reforms like a horse with a carriage: it serves little useful purpose in isolation, but is essential if domestic reform is to be pulled along.

As Brigitte Granville remarks in her study of currency convertibility in Poland between 1987 and 1990, "the real objective is not convertibility per se, but the creation of a free environment for economic agents".

Aiming at currency convertibility while maintaining the centrally planned economy would be folly. If Leviathan is to set prices and quantities, it cannot permit its citizens to undermine its plans via the arbitrage opportunities of foreign commerce.

Once the decision to move towards a market economy has been taken, however, a degree of currency convertibility is among the first steps, for three reasons:

• It encourages import of foreign capital, technology and management.  
• Of these, the first, which demands convertibility on current account, is fundamental. For a small economy, (although, as the Soviet Union has discovered, for larger economies too), a rational pattern of prices is the price at which it can trade. Only when these prices are the domestic prices will a profit-seeking economy specialise efficiently. With international competition imported via current account

convertibility, domestic monopoly power will also be limited.

Currency convertibility, again on current account, can also be an element in economic stabilisation. A fixed exchange rate determines the domestic nominal prices of internationally competitive goods at the levels set abroad. In this way, the exchange rate becomes the "anchor" for stabilisation.

Without alternative anchors, particularly domestic monetary policy, the exchange rate is an effective, if sometimes brutal, instrument of disinflation. But domestic monetary policy must follow the lead of the exchange rate, which normally requires the elimination of the budget deficit as well.

Finally, convertibility, on capital as well as current account, is an element in facilitating the required import of foreign capital and technology. Not only must foreigners be able to repatriate interest, profits and dividends, all of which relate to the current account of the balance of payments, but they also need to purchase domestic assets with foreign exchange and, in the end, convert it back again when wishing to repatriate their capital.

Currency convertibility can be taken further, to embrace all capital and current transactions for all holders of the currency. One argument for such freedom is that otherwise there will be leakage and fraud.

Some would argue that freedom on capital account can facilitate external stabilisation as well. But for economies as distorted and as inflation-prone as those of eastern Europe, this must be regarded as doubtful. Indeed, in those circumstances convertibility on capital account can be destabilising.

Fortunately, the experience of the advanced industrial countries suggests that freedom on capital account is not a necessary condition for market-led economic development.

That is the view of the government of Poland, the country which has taken reform furthest (apart from the unique case of eastern Germany). It has not embraced complete currency convertibility. But it has gone far in that direction.

On January 1 1990, the zloty, then subject to hyperinflation, was devalued by 31.6 per cent and fixed at 2,500 zlotys per US dollar, where it has remained ever since.

Domestic enterprises may buy and sell foreign exchange freely at that rate for current purposes, other than for payment of interest, profits and dividends. Residents can buy foreign exchange for current purposes (but not to purchase assets abroad) through officially sanctioned foreign exchange counters. The rate on the latter is, in theory, allowed to float freely; in practice, the authorities have managed to keep the two rates close together since January 1990.

Companies with foreign participation are also to enjoy convertibility on both current and capital account. In order to repatriate 100 per cent of profits after tax, salaries of foreign employees and sums due from the sale or liquidation of the company or of equity holdings in the company.

How far do these policies go towards meeting the three objectives of currency convertibility?

As well as eliminating virtually all quantitative restrictions on trade and reducing tariffs to an average level of only 4 per cent, Poland has

gone a long way towards the successful import of global relative prices. That success has been bolstered by the achievement of a trade surplus in convertible currencies in 1990.

Poland has also made progress towards price stabilisation, largely because the fixed exchange rate has been backed by a tight budget and monetary policy. Nevertheless, inflation continues to be well above rates in Poland's main trading partners, partly because the exchange rate was initially over-devalued and partly because of the absence of a competitive response from state enterprises.

From a monthly peak of 80 per cent in January 1990, inflation was brought down to a trough of 1.6 per cent in August, but has since been running at an annual rate of around 100 per cent. This sets a large question mark against the success of stabilisation.

Finally, in spite of the incentives given for the import of private capital and know-how, there has so far been little foreign investment. At the end of 1990, some \$160m had been invested in the joint ventures then in operation.

Currency convertibility is an essential component of the free convertibility of money into goods, services and assets that is a market economy. The case of Poland suggests that changes can be introduced rapidly if the government is determined to move on all fronts. But it also suggests that sustaining those changes will be difficult, just as reaping the full benefits will take time.

*"Convertibility and Exchange Rates in Poland: 1987-1990," RZA Discussion Paper 33 (Royal Institute of International Affairs, London, 1990).*

London, Tokyo and New York dominate in their time slots

## 'Big three' battle it out

A FINANCIAL market which never closes, knows no national boundaries and is beyond the control of governments; such is the popular image of the foreign exchange market. But this is only half true.

It is also a market where a large proportion of the business is divided between three large centres, each striving to expand their share of business in the world's largest market.

London, Tokyo and New York together account for two-thirds of total foreign exchange business. In the 24-hour market, these three dominate dealing in their own eight-hour slot.

London is the major centre in the European time zone. Tokyo is the Asian and Pacific basin and New York in North America. For the big three, it is dominance in their own time zone which accounts for their success.

Nevertheless, there is competition between the big three and it is at its most intense when the markets briefly overlap. The ranking of the three is one of the hottest conversation topics in the market.

The last official survey was conducted in 1989 by the Bank for International Settlements. It estimated a global net daily turnover of \$640bn, divided between the UK (daily turnover \$185bn), US (\$252bn) and Japan (\$115bn). The remaining \$111bn divided between another 11 centres, with Switzerland accounting for \$67bn, Singapore \$55bn and Hong Kong \$49bn, with the others lagging behind.

It is impossible to be precise about what has taken place since the 1989 survey, although some important trends can be identified.

Foreign exchange managers say that since the 1989 survey, London has maintained or even increased its dominance in currency trading. But Tokyo has caught up with (and possibly overtaken) New York as the second largest centre and appears to be growing at a faster rate than London and New

York. "There is no doubt that London still remains the largest market for both inter-bank and corporate currency business," says Mr Doug McGregor, senior manager of corporate services at Barclays Bank.

According to Mr McGregor, Barclays' gross turnover in foreign exchange has increased to a daily average in the fourth quarter of \$19bn, compared with \$16bn at the time of the BIS survey.

This has taken place in spite of the dollar trading for much

helped by the lifting of the remaining foreign exchange controls in France, Spain and (partly) Italy.

London's ability to develop in this arena has allowed it to remain the largest foreign exchange centre. According to Mr Christian Dumez of Chemical Bank, these cross rates can sometimes account for up to 50 per cent of the day's trading, which is an important change on 1989.

This has partly been at the expense of other European

between London, New York and Tokyo, although Tokyo probably has the edge.

However, the dollar remains the world's most important currency and dominates the market. The dollar/yen rate is still the busiest exchange rate, closely followed by dollar/yen, dollar/sterling, dollar/Swiss franc and yen/mark take third, fourth and fifth places.

The importance of dollar/yen and the growth of yen/mark has increased Tokyo's importance. Although Japan's economy still has some way to go before it overtakes the US, its funding of US deficits and growth in exporting has given the Tokyo currency markets a tremendous boost.

The next BIS survey is likely to confirm New York's relegation to third place. As currency traders know, New York is active during the morning while Europe is open, but during the afternoon the market quietsens, spreads widen and rates become more volatile.

Foreign exchange managers believe New York continues to grow in size. The problem is that the importance of Japanese financial institutions is allowing Tokyo to grow faster, while London benefits from the interest in European currencies. But New York lacks new growth areas which will allow it to keep up with Tokyo.

New York's difficulties are compounded by weaknesses in the US financial system. Corporate and banking customers are increasingly paying attention to the credit rating of the banks they do their foreign exchange business with.

For a large company wanting to hedge its currency exposure one or two years forward, this is becoming an important factor. It does not just affect the New York market. Many US banks have large foreign exchange operations in London, and dealers say there are dwindling numbers of players in the London market willing to deal in large currency blocks.

Jim McCallum

Country	Net turnover (monthly total)	Foreign trade*
United Kingdom	3,740	54.4
United States	2,580	101.8
Japan	2,300	61.5
Switzerland	1,140	13.7
Singapore	1,100	8.0
Hong Kong	931	12.0
Australia	570	0.7
France	520	44.3
Canada	300	25.0
Netherlands	280	22.9

\*Monthly average for first quarter. \*Exports and imports of goods, April 1988. Source: Bank for International Settlements

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## CHART ANALYSTS

## The trend spotters

"OLD men in dirty white raincoats" was how a famous entrepreneur once described chart analysts, or so the legend goes.

Exactly what the boffins of the financial markets had done to upset this particular financier is not known. But they had probably used their curious art to predict that one of his investments was on "a downward trend."

To those with little familiarity of chart or technical analysis, much of it must seem like mumbo-jumbo. Strange lines drawn on charts reveals such things as "head and shoulder" formations. They also claim to do the impossible: tell the future course of financial markets.

However, for those with an interest in financial markets, particularly foreign exchange, the growth in influence of technical analysis during the last five years has been too great to ignore.

One measure is the membership of the Society of Technical Analysts, which with 550 members is the largest chartists' organisation in the world. STA chairman Mr John Broom says that 10 years ago an STA "teach-in" would attract 15 to 20 people. Now it is 80-100.

The dynamic growth of the foreign exchange market during the last decade has led to renewed interest in the all-important question of what determines a particular currency's level.

Over a period of years, the economic fundamentals of a country are what counts; for example, the declining competitiveness of American industry over the past ten years has led to a long-term decline in the dollar.

The same has been true for sterling over an even greater time span.

Economists have developed a theory which attempts to determine a currency's level based on economic fundamentals.

It is called purchasing power parity (PPP) and calculates a currency rate on the basis of the different inflation levels prevailing in the two countries concerned.

PPP is a useful tool for identifying trends over a number of years. However, it is of more limited use in determining where a currency is likely to be over a period of days or weeks. In fact, some chart analysts say that a currency can

be out of line with its PPP value for up to five years.

Underpinning the importance of economic fundamentals on a short-term basis is the size of the currency market. With more than \$180bn changing hands each day on the London market alone, and the world currency market 32 times greater than world trade, currencies often bear little relationship to underlying changes in the real economy, which by their very nature move at a far slower rate.

Until the mid-1980s, corporate users of the foreign exchange market would use PPP and other economic reports to analyse the market and estimate where they were likely to move in the future. However, the experience was not always a happy one. Many lost money on the basis of PPP predictions.

For an economist, if the currency failed to move in the direction predicted, the under-

## The influence of technical analysis cannot be ignored

lying assumptions would have to be revised. However, chart analysts can constantly revise their opinions.

It was this experience which triggered a greater interest in technical analysis, particularly in trading houses which were advising the corporates. Few of today's foreign exchange managers do not have a knowledge of the trends which chart analysts have identified and the important points which have to be breached to confirm that trend.

Essentially, chart analysis is a study of the balance of buyers and sellers in a market and the sentiment which follows from that. When a price breaks a certain level it is an indication that the balance between buyers and sellers has changed. This determines the sentiment in the market - bullish, bearish or neutral - which in turn will influence the way news items are perceived.

So how do analysts apply this to their day-to-day work? Mr Michael Feeney of Summit Bank explains how he uses chart analysis in foreign exchange dealing. "The first thing I do is run off charts showing the movement of different currencies over the past

48 hours, week and six months. I then look at the charts and try to establish trends by drawing lines between troughs and peaks.

"Once you have established a trend then you know whether a position you are taking is going to be with or against the trend - which is important to be aware of. The next thing is to look for consistent levels of support or resistance to movement."

"When a price has stopped falling it can mean there are a lot of buyers there. If the currency succeeds in breaking through that support it means the buyers have been satisfied and it may be set to fall sharply. And by implication you expect it to fall to the next support level."

Mr Feeney says that these technical factors account for virtually 100 per cent of one day's trading movements. The only exception comes when there is a dramatic news item, such as Iraq's invasion of Kuwait. Over a two week basis, movement is still technical: after a month, its importance is declining but still the best indicator of movement; after three months, it is 50 per cent technical and 50 per cent economic fundamentals; over six months, fundamentals have become more important; and by one year it is all fundamentals.

There are also longer-term trends which are caused by economic changes and can be determined by technical analysis. But as most companies are not interested in two or three year currency positions, this tends to be used less.

Many traders use a mixture of personal judgement and technical analysis to determine their day-to-day market decisions. A September 1989 study by the Centre for Economic Policy Research found that some chartists performed extremely well compared to a range of alternative forecasting procedures, but that they typically failed to predict turning points in the market.

The use of judgement along with technical analysis makes this method more of an art than a science. This was shown up in the CERP study, in which it tantalisingly revealed that one chartist, who it called "M", had outperformed not only the alternative forecasting methods but also all the other chartists. To this day, M's identity remains a mystery.

LISTEN to Mr Peter Taylor and you could be forgiven for thinking that war had broken out. Telerate, whose European sales and marketing effort he heads, "are starting to surround Reuters". The official outbreak of hostilities comes in June, when an enhancement to Telerate's The Trading Service (TTS) will "do Reuters an awful lot of damage", according to Mr Taylor.

Launched 18 months ago, TTS automates the "spade-work" in a foreign exchange deal and ploughs data down to the back office, allowing managers to monitor costs. It has not been a success, however.

TTS version two will offer "the best of everything", promises Mr Taylor. It will need to, if it is to convince those such as Mr Rob Lowey, senior foreign exchange manager at Hongkong & Shanghai Bank in London, who were unimpressed by TTS' debut.

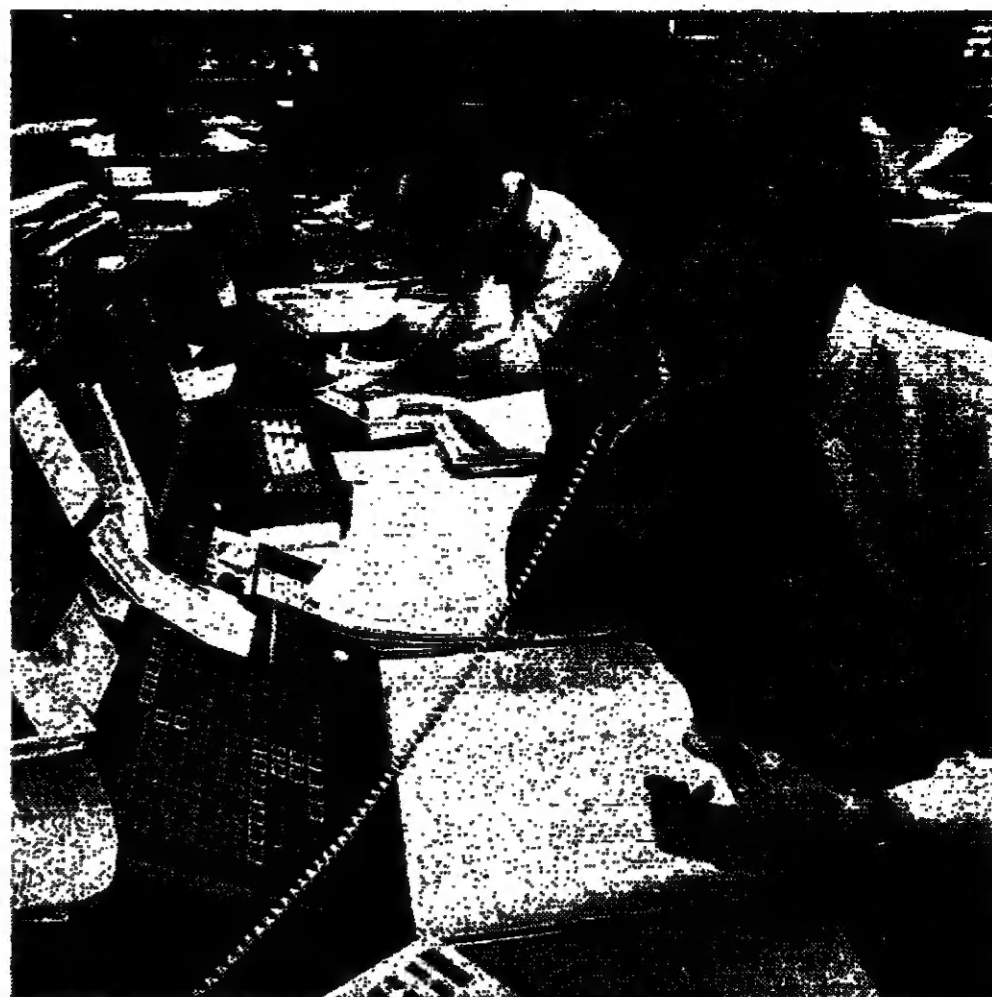
"We installed (TTS) on an informal basis, running alongside Quotron & Reuters' Direct Dealing Monitor", recalls Mr Lowey (Quotron rivals Telerate as a technology supplier).

The bank's aim was to pick a secondary system to run alongside Reuters. But Telerate had incorporated a remarkable innovation into TTS. Screen-based messages between dealers followed a set format. Intercontinental pleasantries were a thing of the past with TTS, as dealers could not key in greetings to colleagues in New York - the system dictated their words.

"You need comfort in a fast-moving market", says Mr Lowey, and his team did not feel comforted by a product that took the words out of their mouths. Hongkong & Shanghai Bank's London dealers rejected TTS after a three-month trial. Telerate, which had sent upwards of \$50m into developing TTS and its associated telecommunications support, was not paid.

Mr Taylor describes the upcoming improvements to TTS as "multi-format trading". What this means is that dealers will break out of the fixed format at the risk of a "conversation button". The new, as yet anonymous product, will be promoted by what Mr Taylor promises will be "incredibly aggressive pricing". Any institution installing more than 10 positions will get TTS at one-third less than the price of Reuters' system.

Mr Taylor defends TTS with the observation that 3 per cent of foreign exchange deals lead to some error or require further human intervention before the deal can be completed. Erasing the messy notes between dealers was supposed to wipe out these errors



Tough talking: dealers 'don't want to be automatons', says Reuters

## Developments in dealing technology

## Telerate prepares to do battle with Reuters

and save costs.

Reuters, however, are quietly confident. The company has endured years of complaints about its effective monopoly of market data feeds. It argues that its pricing policy is merely to keep in line with inflation. Critics counter that Reuters contracts are priced and almost impossible to terminate. Subscription to Reuters is estimated at \$14,000 per dealer per year.

Reuters' attachment to video feeds has also been a source of criticism. Traditionally, subscribers to Reuters or Telerate bought the service in the form of fixed pages of data. The

arrival of digital feeds in the 1980s delivered raw data that in-house computers can rearrange to suit the user's needs. Technically literate dealers praise digital technology, but there remains a substantial demand for simple video feeds. Prism, a colour video switch introduced two years ago by Reuters, has sold well.

Phase 2 of Reuters' Dealing 2000, itself an enhancement to the traditional Reuters' Monitor Dealing Service, is imminent. Phase 2, dealers will have electronic matching - inserting an order for a currency, amount and price. The central computer will match

bids and select the best deal; automatic dealing, but on a strictly optional basis and from the one information provider no dealer can afford to be without.

A Reuters spokesman picks choice as a prime attribute of Dealing 2000 - including the option to hold familiar conversations with foreign exchange sparring partners on the other side of the globe. Reuters believe that this is where Telerate's offensive foundered. Of TTS, the Reuters spokesman observes that "dealers wanted automation, (but) they didn't want to become automatons". Like Telerate and its deci-

sion to incorporate the popular Lotus 1-2-3 spreadsheet in its products, Reuters has acknowledged the importance of familiar PC software. Microsoft's Excel spreadsheet now has a formal link to the Reuters' Money 2000 information feed.

California-based Quotron also recognises the popularity of the PC. Its FIX Trader runs on a PC using a large Digital Equipment Vax machine as the "engine". Since its launch two years ago, FIX Trader has been sold to 90 banks, with between 10 and 20 more signing on every month.

"Our system lets you choose between free and fixed format. We have had the benefit of learning from others' mistakes", says a Quotron spokeswoman.

What the banks have learned from recent history is to watch costs. Foreign exchange dealers are expensive, and it helps to know which of them is making money.

Dublin-based software house Kindie has been selling applications to major banks since 1979. It recently polled 75 customers and sales prospects to find out what they wanted from foreign exchange technology.

Ms Rosemary Rowe, a former foreign exchange spot dealer with the Bank of Ireland who is now Kindie's senior banking consultant, explains that almost all of the 75 banks came up with "exactly the same requirement" - they wanted to cost the dealers position by position. "The main thing was to know each position by the end of the day, and the profit and loss by the dealer", she says.

This emphasis on costing is hardly surprising. But what preoccupies the suppliers is how to keep up spending on technology when customers are prepared to shed valuable staff. Kindie's answer was to buy in the Strategy Treasury Online Risk Management System (Storm), a decision support system for dealers, from a US company. Kindie decided that since "we don't have the money or the time to develop our own deal capture and processing system", it made sense to buy in a product that had proved itself in the market.

Large information providers find it difficult to admit that an outside program is what the customer wants. But the risks involved in following internal convictions are obvious from the TTS fiasco. War produces fierce propaganda, but it also causes casualties.

Michael Dempsey

Derivatives can be useful tools, writes Tracy Corrigan

## Competition helps cut costs

THE RECENT \$150m loss sustained by Allied-Lyons through its use of derivative products in the foreign exchange market may have deterred some companies from investigating the benefits of such instruments.

But derivative products can be useful tools for both corporate treasurers and fund managers faced with increasingly daunting levels of foreign exchange risk. Competition among banks for a share of this lucrative market has fuelled innovation and reduced costs.

The growth of business in overseas markets over the last decade has forced company treasurers to pay greater attention to foreign exchange risk. Currency risk management is no longer relevant only to exporters and importers, since many companies now have overseas operations, and currency volatility is no longer seen as an adequate excuse for tumbling profits.

Derivative products allow companies to fix costs and income flows in advance, which is particularly valuable at a time when recession is biting into margins.

European fund managers have generally been slow to get involved in derivative products, often considering such instruments to be speculative. However, as markets become more international they have been forced to take more account of foreign exchange risk, as well as of the potential rewards of picking currencies



Philadelphia Stock Exchange: options in eight currencies

correctly. While many investors include such considerations when they choose a bond or equity market, more sophisticated investors use derivative products to separate the currency component from the bond or equity market view they are taking. For example, a fund manager who is bullish on the US dollar, but thinks the US Treasury market has run out of steam, can be in overweight in dollars, but underweight in dollar bonds. The overweight currency position can be achieved by buying options.

There are two main markets for hedging foreign currency exposure: the forward market, where companies buy or sell currencies forward and the

options market, where the holder can buy or sell a currency at a set rate.

Unlike futures contracts, options give the purchaser the right, rather than the obligation, to buy or sell. This means that a treasurer can use an option as insurance against adverse changes, but leave it to expire if such protection proves unnecessary.

The technology surrounding straightforward currency options - to buy or sell a currency at a set rate - has become widely understood, and such options are now considered to be "commodity" products, for which high premiums can no longer be charged.

In addition to these, new and hybrid structures are becoming more widely used.

For example, the "range forward" is a forward contract which allows a company to set an upper and lower limit on an exchange rate. The structure is legally structured as a forward contract, but is the technical equivalent of buying a put and funding that position by selling a call option.

The advantage is that it allows a company, which thinks a currency is set to rise but requires some downside protection, to keep some of the benefit if the currency does improve (unlike an ordinary forward contract). At the same time, banks do not charge an upfront premium (as they do for options).

A "participating forward" combines features of forward contracts and option, but again there is no upfront premium. There is a set floor, as for an option, but there is also some

participation in any gains - perhaps 50 per cent of the benefit is received by the company, which the other 50 per cent is given up to the bank as, effectively, the premium.

A number of banks have also been active in issuing currency warrants, which are long-dated currency options. These warrants have often been sold to retail investors, but there has also been some institutional participation too. However, such warrants have mostly been expensively priced.

Another type of structure is the "average-rate" option, which gives holders the right to buy or sell an underlying market not at the average price over the duration of the option.

Unlike the fixed-income market, foreign exchange derivatives business is dominated by the vast over-the-counter market, where volume is impossible to measure. (Options to buy or sell an underlying market which are not listed on an exchange are called over-the-counter, or OTC, options. They are tailored to suit specific needs and are not actively traded.)

In the US, however, the Philadelphia Stock Exchange and the International Monetary Market in Chicago are both active in currency derivatives. The Philadelphia exchange lists options in eight currencies, relative to the dollar, the most actively traded of which is the D-Mark contract which traded 41,000 contracts daily on average in March. The exchange is currently waiting for Securities and Exchange Commission approval to list D-Mark/yen, sterling/yen and sterling/D-Mark contracts.

The IMM lists six foreign currency futures contracts, and also options on futures. The most actively traded contract is the D-Mark future which had an average daily volume of nearly 40,000 during the first quarter of 1991. The IMM will soon set a date to start trading six cross-rate contracts, for which it has already received approval from the Commodities and Futures Trading Commission.

The London International Financial Futures Exchange suspended all currency contracts a year ago, blaming "minimal activity, mainly due to the healthy interbank market."

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